



CT makes \$60K medical marijuana push on doctors

By Brad Kane

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The state is launching a \$60,000 medical marijuana marketing campaign this month aimed at enlisting more Connecticut doctors to prescribe the drug, just as the fledgling industry faces increased competition from the black market, which is being flooded with product from states that have legalized cannabis.

The Department of Consumer Protection will target the state's 10,000 doctors by advertising on medical journal websites and speaking at physician group meetings, in order to recruit more providers to become certified prescribers of medical marijuana. The campaign will run for four to six months; the \$60,000 will be funded out of DCP's budget.

The marketing push is part of a larger

Continued on page 20



PHOTOS COURTESY | THERAPLANT LLC

A Theraplant employee weighs the buds extracted from a marijuana plant.

Video: Growing Marijuana

Hartford Business Journal got a behind-the-scenes tour of Connecticut's first producing medical marijuana facility, Theraplant. Check out the video at HartfordBusiness.com



Coordinated Care

Two Greater Hartford healthcare practices are teaming up to push a patent-focused model of care in the region. **PG. 9**

Manufacturer's Plea

A local manufacturing executive sounds off on the state's business climate and urges lawmakers to invest in the aerospace industry. **PG. 28**



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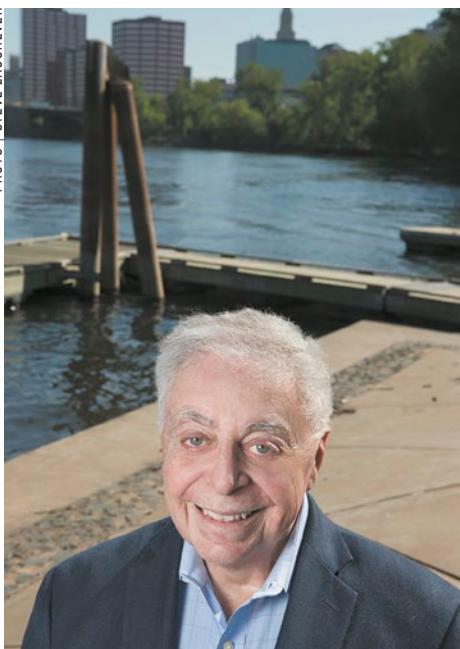
Decision 2015

This week Hartford Business Journal kicks off its coverage of the 2015 Hartford mayoral race. Over the next month and a half HBJ will publish a Q&A with each candidate covering a range of business and economic development topics. In this issue, Hartford attorney John Gale shares his perspectives. **PG. 3**

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PHOTO | STEVE LASCHKEVER



Joseph R. Marfuggi retires July 1 after nearly three decades heading up Riverfront Recapture.

A region taps Marfuggi's passion to reclaim its river

By Gregory Seay

gseay@HartfordBusiness.com

Hartford's annual Riverfest, the signature event for Hartford and East Hartford's approximately three miles of river-park frontage, is a major draw for state residents and tourists.

Since its debut in 1999, Riverfront Recapture CEO Joseph Marfuggi and his team have been too busy overseeing Riverfest preparations and logistics along with a half-dozen other annual events on the Connecticut River — ranging from dragon- and scull-boat racing to tournament fishing — to fully enjoy them.

But this year will be different, says

Marfuggi, who is retiring July 1 — 10 days before the start of Riverfest 2015. He has spent the last 29 years as top manager, strategist, and key fundraiser, helping Hartford and East Hartford as well as riverfront supporters reconnect and expand historic ties to the river.

Now, he says, it's his turn to reap some of the fruit of the more than \$150 million public-private investment in one of the Greater Hartford region's biggest land reclamation projects.

"I want to be lazy and have some fun," 73-year-old Marfuggi said. "I want to go to a Riverfest event and not have to worry about whether it's going to rain."

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HARTFORD MAYORAL RACE

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2015

Attorney Gale pushes local, small business expansion

By Matt Pilon

mpilon@HartfordBusiness.com

John Q. Gale, 63, an attorney, landlord, entrepreneur, volunteer, and former electrical engineer, is looking for his next career change.

A married father of four, with his fourth grandchild on the way, Gale has set his sights on the city's top office, currently held by fellow attorney and Democrat Pedro E. Segarra, a man Gale describes as a friend, but someone who he said has not managed the city's affairs well.

Gale was born in Hartford and has lived here most of his life.

Fresh out of the University of Pennsylvania in 1973, where he marched in demonstrations against Richard Nixon's invasion of Cambodia, Gale worked two years at Fairfield conglomerate General Electric as an electrical engineer. But his focus soon turned to the law after being inspired by the Water-gate hearings.

"Very quickly I realized that being an engineer was not really my calling in life," Gale said in an interview in his Hartford office above Peppercorn's Grill on Main Street. "I was much more of a people person."

He attended UConn School of Law and has been at his law firm since 1977. He also owns several office-retail and office-apartment properties in the city.

Along with partners, he founded and eventually sold Mo's Midtown diner and The

Alley duckpin bowling alley in the late 1980s, and founded a Connecticut River entertainment cruise venture, Jambalaya on the River, which operated in the late 1990s and held a revival cruise in 2012.

He is on the executive board of the West End Civic Association, a member of the Hartford Democratic Town Committee, and involved with several area nonprofits and charitable groups.

How would you assess Hartford's current economy? What are your top two economic development initiatives to improve the city?

It's unfortunate that United Technologies [is leaving] Hartford. It's fortunate that they're still located across the river. We're also fortunate we have three major insurance companies located right within the city. We certainly have a very good economic foundation.

But while UTC and the insurance companies represent great economic drivers for our entire region, they're not a tremendous job creator for citizens in Hartford. We have some very difficult unemployment problems.

I want to take a look at iConnect [which subsidizes small business leases of vacant downtown storefronts] and see if we can expand that program to generate small businesses in our corridors. Move it down Albany Avenue, move it up North Main Street, move it up Wethersfield

Avenue. In Hartford's case, the program [in which Gale's daughters' company Hartford Prints! is one of two remaining beneficiaries] got off the ground with a lot of fits and starts. There's no reason why this can't be done well.

I want to have local-hire requirements in our contracts. I'm somewhat mystified as to why many of the contracts the Metropolitan District Commission has put out are going to non-Connecticut contractors. In my neighborhood, it's been going on for three years with contractors from Ludlow, Mass.

What can be done to reduce the 74.29 mill property tax rate that businesses must pay?

To get the mill rate down, we've got to bring expenses down and bring taxable income up. I say we advance on all fronts. On the expense side, our government has to be more efficient. I've already announced that the first act I'd take as mayor is to require all department heads to reapply for their jobs.

On the revenue side, we have to put new properties on the tax rolls. We have to have improved relations between city hall and its state delegation so we can push for better PILOT [payment in lieu of taxes] reimbursement.

We have to improve the value of our neighborhoods so the value of all of our properties goes up. I want to do anti-blight programs,

more vigorous street sweeping, and I'm proposing we triple the number of trees we're planting every year to 3,000. A 10 to 20 percent increase in value in some of these neighborhoods shouldn't be hard.

With multiple transportation projects in various stages of completion, what is your long-term plan for how people will move to, from, and around Hartford?

I-84, I'd love to see it buried. I don't know if that's economically feasible. I'd love to see it buried and potentially used as a bikeway into Hartford from the west. I want to make sure that the rail from New Haven to Hartford to Springfield takes place. We need it.

I'd like to see a rail connection to [Bradley International Airport]. CTfastrak, I think it is going to work. I would be in favor of the governor subsidizing ridership for a year, with no fares. I would like to see a rail shuttle from the University of Hartford to downtown. The Dash shuttle is a good idea. It probably needs to be expanded into two lines so we get more coverage downtown. We need bike lanes in as many places as possible and a bike-sharing program.

Assess the work of the Capital Region Development Authority (CRDA) so far, and

Continued ▶



Hartford mayoral candidate John Gale said the city of Hartford must do more to promote small business growth.

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► Mayoral Race 2015

how would you work with CRDA to further improve the city?

To the extent that CRDA has been a key player in developing housing downtown, I applaud all of its efforts because having a 24/7 residential population is something I've advocated for almost 20 years. We need to be building so we're able to capture that energy, capture that population.

The Hartford Office Supply building has to be done. I think it should have retail on the first floor, and every one of these projects must have affordable housing. The strength of neighborhoods has to be based on economic diversity of population.

What's your opinion of the Downtown North development, including the new baseball stadium?

I do think it will generate economic development. But the process itself, I feel, was

flawed. Unfortunately, Hartford's footing the entire bill. I hope the legislature does provide us with a [ticket tax funding] mechanism, as I think it should.

Certainly the Downtown North area needs something. We have to encourage it, which may mean we have to provide some economic incentives to continue the development. That has to be peppered with prudence. We're looking for taxes, after all. I don't know if I could change anything at this point. I'd give up the city's luxury boxes.

What must Hartford do to attract more businesses?

We need infrastructure development downtown to attract young entrepreneurs. Transportation, mobility advancements, the rail, the bus will all help generate more business. A rail connection to Bradley would actually be a good generator for some of our

convention business. We're sitting here in theoretically the most advanced nation in the world, and we don't have a rail connection to our airport?

We need to build out some of our industrial spaces. There are large tracts of industrial land on Windsor Street. I would look to utilize incentives to bring in new business. I would triage the inventory of vacant properties that Hartford owns with the goal of seeing which could immediately be put into the hands of anybody with a plan to develop them.

What should happen with the XL Center?

Long term, I see the XL Center staying put. I would certainly be in favor of proposals to expand it somewhat to be able to attract bigger entertainment options.

My primary focus is having the XL Center filled as often as possible and having it communicate with the streets around it. ■

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EXECUTIVE PROFILE

Kenia Thomas

CEO, Charter Oak Building Maintenance Inc.

Highest education: Bachelor's degree in business administration, University of Connecticut, 1986.

Executive insights:

Keep up with technology, especially your website, which is the first thing customers often examine. "For quite a few years ... I was so busy, that that's something that kind of took a back seat."

Kenia Thomas emigrated from Cuba at 5 years old. Today she leads the largest minority-owned business in Greater Hartford.

From Cuba to CT Thomas builds top minority-owned business

By John Stearns

jstearns@HartfordBusiness.com

Kenia Thomas, head of the largest minority-owned business in the Hartford region, wonders what her life would have been like had her parents not fled Cuba after the revolution, when she was 5 years old.

The CEO of Charter Oak Building Maintenance Inc. in Rocky Hill credits the foresight of her father, an engineer with a wife and four children, for leaving.

"He's a very observant person," said Thomas, 51. "Very quickly he realized it was not going to be good — that it was not headed in the direction everybody thought it was heading. One day, it was like, 'We've got to get these kids out of here.' They basically left with nothing."

They emigrated via Spain, where they stayed for a year before coming to the United States to join her father's sister, who had left immediately after the revolution and was working in Connecticut. Her parents now reside in Port St. Lucie, Fla., where Thomas and her husband, John Thomas, president of Charter Oak Building Maintenance, also have a home.

The Thomases started their janitorial and maintenance business in 1988 after graduating from the University of Connecticut with degrees in business administration.

Then, John spent days making sales calls, while Kenia, who worked full time for Aetna, helped where she could. She switched to part time at Aetna as the business grew, then left the Hartford insurer when Charter Oak was about a year old and demanded her full attention. The couple cleaned clients' businesses at night.

She recalls one job where she and John spent all night stripping a mall floor. As they were driving home around 6 a.m., covered in old floor wax that had been removed, she remembers telling John, "One day, we're going to laugh about this."

Today, the company has about 100 clients statewide, from small offices to schools and hospitals. For the latter, Charter Oak supplements in-house staff.

It averages about 300 employees, most part time, making it the largest minority-owned business in Hartford Business Journal's 2014 Book of Lists. Charter Oak

ranked as the third-largest woman-owned business in the region.

Kenia owns 51 percent of the company; John 39 percent and her brother-in-law, Bill Thomas, 10 percent.

Charter Oaks' services include the usual cleaning — bathrooms, vacuuming, dusting, trash — plus windows, floor stripping, and "pretty much whatever the building needs to get cleaned," Kenia said.

"Another thing, our philosophy is when a customer calls, whatever the request, we go above and beyond to meet it," she said. "If it's humanly possible to meet their request, we do."

That could include a last-minute request by a school needing an extra scrubbing before an open house, responding to water damage by removing carpet and wallboard, or clearing snow from roofs.

Being in business for 27 years has taught Kenia not to second-guess decisions.

"You can't go back and say, 'We shouldn't have done that,' because a lot of times the decision you're making is based on the information you have at the time," she said. "You have to work with the knowledge you have."

Also, it's important to keep up with technology, she said, especially company websites, often the first place potential clients go.

One constant challenge the Thomases have: dealing with Connecticut taxes and regulations.

Not a challenge: working together.

"It's actually been pretty easy," Kenia said. "That's one thing that amazes me, it really does. When you think about it, we basically are together all day long."

Adds John, "And we talk about the business all the time. It's just part of our life."

Each has complementary strengths, he said. His are operations and sales; hers are administrative, recordkeeping, and technology.

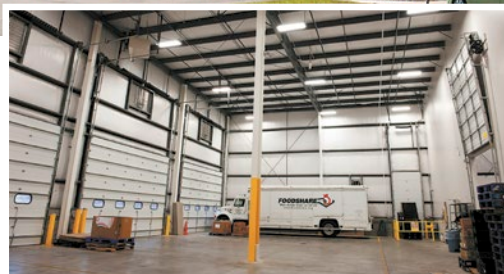
The couple has two children, Julian, 18, who will attend UConn in the fall to study business, and Heather, 20, who will be a junior at Quinnipiac University and is studying accounting. Julian shows interest in possibly running the family business some day.

It may seem surprising, but Kenia likes to relax by cleaning her home.

"You don't have to think. It's down time to me; it's relaxing, it really is," she said. ■

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BY THE NUMBERS

1.92M

The size of Connecticut's labor force in April — an all-time high.

300

The number of new student beds Quinnipiac University has proposed adding to its York Hill campus.

\$237,900

The median sales price of single-family homes sold across the state in April, down from \$249,700 a year prior, according to the Connecticut Realtors.

\$164.9M

The latest fiscal year 2015 deficit estimate from the Office of Policy Management, up \$3.2 million from its month-ago forecast.

TOP 5 MOST READ

on HartfordBusiness.com

- Hartford ranks 11th among nation's fittest cities
- House passes property tax bill
- CT OKs Hartford reinsurance captive
- Prudential: Pension buyouts gaining momentum
- CNG, Southern fined \$81K for repair methods

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TOP STORY

Hartford keeps mill rate flat in \$534M budget

Hartford city councilors last week approved a \$533.8 million budget that keeps the city's property-tax rate flat at 74.29 mills.

Mayor Pedro Segarra and the council closed a nearly \$40 million budget gap for the fiscal year that begins July 1 by restructuring debt and reducing department expenses by more than \$10 million.

The spending plan also includes \$13 million from a Hartford Public Schools account for retired employees' health insurance benefits.

The budget allocated \$9 million for police body and vehicle cameras and other equipment, \$250,000 for the North Hartford Promise Zone, and \$90,000 for a youth athletics program.

HEALTH CARE

Wadleigh: Access Health close to announcing business ventures

The state's health insurance exchange, Access Health CT, is preparing to announce new business ventures that will allow it to raise new revenue as federal funding for the online marketplace begins to dry up, CEO Jim Wadleigh said last week.

"We are very close to announcing some partnerships," Wadleigh said during Access Health's board of directors meeting.

Deals could entail Access Health providing consulting services to other state exchanges.

While Wadleigh wouldn't reveal which states his team has been speaking to, media reports have said Vermont is among them.

The exchange brought in \$200,000 for providing training and operational support to Maryland's exchange. Access Health is pursuing new revenue streams to safeguard its long-term financial health.

As of Jan. 1, the federal government essentially shut off its money spigot to state-based exchanges, meaning exchanges have to become self-sustainable. Access Health CT received about \$150 million in federal funding since its inception and still has about \$20 million left to spend. After that, however, the exchange is on its own.

Hartford ranks 11th among nation's fittest cities

The Greater Hartford metropolitan area is the 11th fittest city in the nation this year, an improvement of one spot since 2014, according to the American College of Sports Medicine.

The Hartford-East Hartford-West Hartford metropolitan area came in just ahead of Salt Lake City, Utah, and just behind San Jose, Calif., in ACSM's American Fitness Index of the nation's largest 50 metropolitan areas. The top 10 in order were Washington, D.C., Minneapolis, San Diego, San Francisco, Sacramento, Denver, Portland, Ore., Boston, and San Jose.

The index scored Hartford a 64.8 out of 100, with areas of excellence including low death rates for cardiovascular disease and diabetes, high percent-

ages of parkland and recreational amenities like ball fields and golf courses, and the state requirement for physical education in school. Some of Hartford's weaknesses include a 28 percent obesity rate, high percentages of people with asthma, low use of public transportation, and low parks-related expenditures per capita.

INSURANCE

CT OKs Hartford reinsurance captive

Connecticut insurance regulators have approved another captive insurer to do business here.

State Insurance Commissioner Katharine L. Wade said SOBC Corp., of New Jersey, is setting up its Hartford captive to help reinsurers that are exiting the market pay off their claims.

SOBC Insurance Co. Ltd. is Connecticut's 8th approved captive since lawmakers allowed them back in 2011, authorities said.

ECONOMY & LABOR

CT unemployment ticked down in April

The state's unemployment rate declined to 6.3 percent in April, as the state added a seasonally adjusted 1,200 jobs, according to the state Department of Labor.

The jobless rate is down from 6.4 percent in March and 6.8 percent a year ago. Initial figures on March job gains were revised downward, from 4,000 to 3,300, DOL said.

The government sector added 1,500 jobs in April, while the private sector shed 300 jobs. Manufacturing, construction and mining, and education and health services all gained jobs, while professional and business services and leisure and hospitality shed jobs.

The state's labor force also expanded to an all-time high of 1.92 million workers, DOL said.

The state has gained 23,200 jobs over the past year, while the unemployment rate has fallen half of a percentage point.

CT sees more sole proprietorships

The number of Connecticut businesses with no paid employees ticked up slightly in 2013, the U.S. Census Bureau revealed last week.

There were 263,511 sole proprietorships or "nonemployer" businesses in 2013, up from 261,922 a year earlier. Despite the small increase, total receipts at those companies declined, from \$15.36 billion to \$15.24 billion, the agency said.

The industries with the greatest number of one-man businesses in Connecticut included real estate and construction.

In 2010, there were 255,793 nonemployer businesses, which took in \$14.24 billion.

ENERGY & UTILITIES

N. England electricity consumption dropped in 2014

Total use of electricity in New England last year dropped 2 percent from 2013, although the average price for power increased, according to electric grid administrator ISO New England.

The drop in total consumption was driven partially by the milder weather for the entire year in 2014 and also by efforts to increase energy conservation through efficiency measures and other methods.

Despite the decrease, the average real-time price for wholesale electricity rose 13 percent to \$63.32 per megawatt hour. The increase was driven by higher power plant fuel costs, particularly natural gas, ISO said in its 2014 Annual Markets Report.

The total value for the electricity market — including electric energy, capacity, and ancillary services markets — was \$9.9 billion in 2014, an increase of 12 percent from the previous year.

In 2010, there were 255,793 nonemployer businesses, which took in \$14.24 billion.

ACCOUNTING

Longobardi named new CEO at CohnReznick

Accounting, tax and advisory firm CohnReznick, which has offices in Hartford, New London and Stamford, said it has promoted longtime Connecticut executive Frank P. Longobardi to CEO.

Longobardi will take over for co-CEOs Ken Baggett and Tom Marino when they step down in October. They will remain members of the firm's executive board. Longobardi, regional managing partner for New England, is also on the executive board.

CohnReznick has more than 2,700 employees and 300 partners across 29 offices. Longobardi will relocate to New York, where the firm is headquartered.

He has a bachelor's degree from UConn and is a board member of the UConn Foundation and the St. Francis Hospital Foundation.

BANKING & FINANCE

Prudential acquires Glastonbury retirement comm. as part of \$110M deal

The real estate investment division of Prudential Financial said it has acquired a 135-unit assisted-living and memory care community in Glastonbury.

The purchase of The Hearth, which opened last year, is part of a \$110 million, three-property deal between buyer Prudential Real Estate Investors and seller Hearth Premier Senior Living & Memory Care.



The Hearth At Glastonbury offers 135 independent and assisted-care units to seniors.

Prudential also acquired Hearth communities in Hendersonville and Franklin, Tenn. The three communities have 391 units among them.

Hearth, which owned the three properties through a joint venture, will continue to manage the properties, Prudential said.

Hearth lists a total of 15 retirement communities on its website, including facilities in New York and Indiana. It has communities in Branford, Madison, and Southbury.

The acquisition is the first for Prudential's newly launched fund, Senior Housing Partners V, which had raised \$629 million as of May 5.

United's new hometown branch opens

United Bank has opened its third branch on its Glastonbury home turf, at 2670 Main St.

Tony Sweet was recruited away as manager of rival First Niagara's Glastonbury satellite to oversee United's 2,200 square-foot branch at the corner of Main and New London Turnpike, across from Katz Hardware.

United's other two Glastonbury locations are 1009 Hebron Ave. and 902 Main St.

Its headquarters is at 45 Glastonbury Blvd., with other offices, including a training center and back-office support, at 95 Glastonbury Blvd. The bank now has 52 branches.

REAL ESTATE

Realtors: April home sales up, prices down

Single-family home sales across Connecticut increased 6.8 percent in April, according to Connecticut Realtors.

There were 2,260 homes sold during the month, up from 2,116 in April 2014, Realtors said.

The median sales price fell nearly 5 percent, from \$249,700 to \$237,900.

Meanwhile, sales of townhomes and condos fell 8.1 percent over the year, with 565 units sold. The median price was essentially flat at \$159,900.

Home permits slip in April

Connecticut new-housing construction slid in April from a month earlier, a fresh tally shows.

There were 334 permits issued in 104 communities last month to build single- and multi-family housing, down from 474 issued in March, the state Department of Economic and Community Development said, citing Census Bureau housing survey data.

Through the first four months of this year, 1,179 permits have been issued, primarily for one-family houses and buildings sheltering five or more households.

WHAT'S AHEAD:

■ 6/8 Focus: **Law**

■ The List: **Largest employment law firms**

■ Nonprofit Profile: **Knights of Columbus**

CALENDAR

FRIDAY, JUNE 19

Energy and Environment Conference

The Connecticut Business & Industry Association will host its annual energy and environment conference June 19 at the Coco Key Water Resort and Convention Center, 3580 E. Main St., Waterbury.

The event, which runs from 8 a.m. to 4 p.m., will include several breakout sessions on topics ranging from environmental regulations and permitting to distributed renewable power and natural gas access.

The keynote address will be given by Curt Spalding, regional administrator for the Environmental Protection Agency.

Cost to attend ranges from \$95 to \$150. For more information or to register go to: <http://www.eventbrite.com/e/cbias-2015-energy-environment-conference-registration-15830390123>.

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Sharon Gauthier (left) talks with Patricia Harding, a Bristol resident and retired teacher. Gauthier helped coordinate Harding's care, which helped save her leg from amputation.

Greater Hartford healthcare partnership focuses on personalized care

By Matthew Broderick

Special to the Hartford Business Journal

During her 20 years as an emergency room nurse, Sharon Gauthier, founder of Avon-based Patient Advocate For You, noticed a common trend among patients. "We'd provide the immediate medical care necessary and send the patient home," she said, "and often they'd be back within a week."

It's the same readmission trend that drove Dr. Paul Guardino to found Farmington-based Personal Care Physicians LLC, a concierge-style primary care practice designed to provide more detailed patient-focused care.

Now both businesses, recognizing the synergies between their respective operating models and patient populations, have begun collaborating. "My company's client base is nearly 50-60 percent homebound patients," Gauthier said. "Our team of nurses can assess each patient's problems and provide that information to Dr. Guardino's team for direct service." Both have privileges at a number of Hartford area hospitals too, including St. Francis Hospital and Medical Center and Hartford Hospital.

Concierge medicine — which provides access to doctors with a smaller patient base for an annual fee — is a small, but growing trend in the healthcare industry. The number of concierge practices nationwide has grown from less than 200 in 2005 — the year Guardino founded Personal Care Physicians — to more than 5,000 today, according to Concierge Medicine Today, which tracks trends in the industry.

As part of Guardino's concierge practice, patients can schedule immediate appointments and get access to home visits, services that are aimed at elderly clients with health and transportation challenges, he said.

"I wanted to be in primary care on the front line," said Guardino, "but that's hard to do [effectively] in a traditional practice." That's because, Guardino said, as the level of reimbursements for medical care from insurers and the government continues to decline, many physicians need to see more patients to generate the

same revenue. In fact, according to the 2013 Physician Practice Preference Survey, more than 30 percent of physicians polled cited reimbursement decreases as the primary challenge to their income stream.

Guardino's practice — which features two other full-time physicians and one part-time worker — has less than 300 patients. A typical primary care practice may have 3,000. A doctor in the traditional practice, Guardino said, may need to see 30 patients a day, roughly five or six an hour. "It's hard to investigate and ask questions face-to-face, order tests, and follow up when you're seeing that many patients," he said. "Now, I never schedule any appointment for less than an hour."

Guardino's concierge model charges an annual fee — ranging from \$2,750 for individuals to \$4,500 for a couple.

Each appointment also has a separate cost that can be covered by traditional insurance, but Guardino says the selling point of the concierge model is less about money and more about better quality care.

"By having more time to focus on each patient in the primary care phase and having someone who fully understands the patient's background," Guardino

said, "you can avoid a lot of the unnecessary testing and defensive medicine that occurs today and save the U.S. healthcare system billions." Research by the Harvard School of Public Health, for instance, estimates that nearly 30 percent of the \$2.8 trillion spent nationwide on health care is wasteful.

Guardino points out that a physician who has time to fully understand a patient's medical background may be able to adjust treatment and better assess safety concerns. "A complex patient may have 15 different medications," he said. "Is anyone looking at the [drug] interactions? Are they all necessary?"

Those are the same types of concerns that pushed Gauthier to start her patient advocacy business. Since its 2008 founding, Gauthier's company has grown from eight clients and \$40,000 in revenue to more than 200 clients and nearly \$500,000 in 2014, a revenue figure she expects

► **The number of concierge practices nationwide has grown from less than 200 in 2005 ... to more than 5,000 today, according to Concierge Medicine Today.**

Continued ►

Q&A

Planet Fitness eyes growth in fragmented fitness industry

Q&A talks about competition in the gym/fitness industry with David Humphrey, CEO of ECP-PF Holdings Group, the largest franchisee of Planet Fitness.

Q: You were recently appointed CEO of ECP-PF Holdings Group, the largest franchisee of Planet Fitness. It has 52 locations, some in Connecticut. What are your future expansion plans?

A: We're constantly looking for opportunities for expansion in all of our current markets and potentially in other areas across North America, too. Expanding in Connecticut is challenging, as there are already 28 Planet Fitness locations across the state, but we've opened new clubs in Danbury, Newington, Derby, Norwichtown, Wethersfield, and Dayville just in the past two years. Now we're primarily concentrating on renewing and improving our current clubs, but we do have our eyes on several towns where we think people would welcome a Planet Fitness.

In late 2014, we acquired 17 clubs located in and around Albany, Buffalo, and Rochester in New York state, and we see great potential for growth in upstate New York.

Q: How are you getting people to sign up? One gets the sense with increasing obesity rates that fitness just isn't a priority for a lot of people.

A: It's true that many Americans don't make fitness a priority, but one of the reasons is that a lot of people are put off by their perceptions of the stereotypical gym environment.

Traditional gyms are often either cheaply built facilities full of power-lifting "lunks" who intimidate less-fit people, or fancy storefronts that offer a lot of frills but charge a small fortune for their classes and training sessions. We often see local competitors advertise low monthly fees but push their members to sign up for extra-cost training and classes totaling \$100 per year or more. That's where the Planet Fitness model differs greatly from traditional fitness offerings.

The Planet Fitness brand is centered on welcoming the first-time or sporadic gym user, no matter what their fitness

goals may be. For people just beginning to work out, walking into a traditional gym can feel very intimidating, so we have created a "Judgment Free" environment, where everyone can feel at ease in our clubs, no matter what his or her workout goals are.

Q: Where is competition coming from in the gym/physical fitness industry? Do mobile

apps take the place of physical trainers? Do people just work out on their own?

A: The fitness industry is very fragmented, ranging from large chains like Planet Fitness to small mom-and-pop gyms. It's not unlike the massage industry, where Massage Envy emerged as a strong national brand in an industry that had been dominated by thousands

of local day spas and independent massage therapists — all of widely varying quality. Consumers appreciate the quality, consistency, and value provided by proven national brands. Most Americans no longer stay in local roadside inns when they travel — they trust brands like Marriott, Sheraton, and Hilton.

As for apps replacing face-to-face fitness training, to me it's similar to 20 years ago, when many people thought the Internet would completely kill the traditional retail store. Clearly, that hasn't happened, both because there's a social component to shopping that people enjoy and because good personal service adds value to the shopping experience.

Sure, there are people who enjoy working out on their own, but others enjoy working out with their friends. Plus, group fitness programs really make a big difference for many members.

And don't forget, we put roughly half a million dollars of high-quality fitness equipment into each of our clubs — it's definitely cheaper to pay us \$10 per month than to buy all those machines for your basement.

Q: You come to ECP-PF with experience at Massage Envy Spa. What can you apply from

Continued ►



DAVID HUMPHREY

CEO, ECP-PF Holdings Group

Largest Connecticut health insurance companies

(Ranked by Connecticut enrollment in May 2015)

Rank	Company	Total Conn. enrollment	No. of physicians in network	No. of hospitals/ No. of pharmacies	2014 direct written premiums	Top CT executive	Year licensed in Conn.
1	Anthem Blue Cross and Blue Shield 108 Leigus Road Wallingford, CT 06492 800-922-4670 www.anthem.com	1,116,212 (1)	10,000	28 (2) 707	\$1,800,000,000	Jill Rubin Hummel	1936
2	UnitedHealthcare (3) 185 Asylum St. Hartford, CT 06613 800-899-7658 www.uhc.com	470,000	14,000	55 0	DND	Stephen Farrell	1993
3	ConnectiCare Inc. 175 Scott Swamp Road Farmington, CT 06032 860-674-5757 www.connecticare.com	326,250	26,000	30 700 (4)	\$1,500,000,000	Michael Wise	1981
4	Aetna Inc. 151 Farmington Ave. Hartford, CT 06156 860-273-0123 www.aetna.com	35,079	4,150	30 706	\$95,838,036	Mark T. Bertolini	1853
5	HealthyCT 35 Thorpe Ave. Wallingford, CT 06492 855-458-4928 www.healthyct.org	30,000	9,136	30 700	DND	Ken Lalime	2013
6	Harvard Pilgrim Health Care 93 Worcester St. Wellesley, MA 02481 888-333-4742 or 617-509-1000 www.harvardpilgrim.org	8,000	28,000	135 65,000	DND	Eric H. Schultz	DND

Source: Individual companies and their websites, state Department of Insurance. Several companies did not respond to the survey or chose not to participate including Celtic Insurance Co., Cigna, Trustmark Cos., and Time Insurance Co. (DBA Assurant Health).
(1) As of April 2015.
(2) Acute care hospitals.
(3) Oxford and Golden Rule health insurance companies are brands under the UnitedHealthcare umbrella.
(4) Additional pharmacies nationwide.
—Compiled by Roger Magnus.

To view the full list, please visit HartfordBusiness.com

Healthcare Partnership

to double this year. “Families today are often out of state, and it can be difficult for adult children to care for their parents,” Gauthier said. That is where Gauthier says her business provides real value. “Our nurses [who all have more than 20 years of clinical experience] can help patients navigate the system,” she said. “We don’t make decisions for a family, but we educate them so they make informed medical choices.”

One of the biggest benefits of a concierge approach to the patient and hospitals, Gauthier said, is the knowledge about the patient that her team has. “It’s very useful to the hospital, especially with elderly patients,” she said. “We know their medical background in detail.”

That benefit comes at a cost: a \$175 per hour fee. Gauthier said patients typically purchase her company’s services in eight hour blocks.

Some clients, she said, use her company’s services on an ongoing basis, while others, for a lower cost, use the company as an emergency contact.

After six months, Gauthier said her company’s collaboration with Guardino’s concierge practice is working well.

“We are able to provide the assessment, and Dr. Guardino has the [proper] time to provide the right care at the right time,” she said.

The strategy seems to be working so far: Gauthier said she’s seen no readmissions among her clients.

Q&A: Humphrey

that business to grow Planet Fitness?

A: Both are value-based business models in categories historically dominated by high-end/high-cost players.

Planet Fitness has democratized fitness much like Massage Envy democratized massage, taking the risk, discomfort, and uncertainty out of the industry for the everyday consumer by supplying a high quality, professional, clean, convenient, and low-cost product.

Q: Why does the franchise model work for fitness centers? Local gyms seem to come and go but the larger franchises persevere.

A: According to the Small Business and Entrepreneurship Council (SBEC), about

50 percent of independent small businesses fail within the first five years. This is typically due to limited resources and the fact that very few small operators are great at all aspects of running a business.

Many talented and passionate personal trainers try to start their own small gyms, but they usually haven’t got enough capital to buy all the equipment their customers would like, and they often don’t have the marketing or management skills to build a successful company.

Running a company is not simple, and it sure helps to have someone give you an instruction manual. A franchise model with a respected brand and proven operating formula greatly increases the likelihood of a franchisees’ success.



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Jason Banta,
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Expert

Kelly Rypysc,
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Electronic med. records no cure-all to health industry's woes

By Dr. Michael Schwartz

There is a terrible disconnect in the health-care system. With the introduction and mandated utilization of electronic health record (EHR) systems (the computer brought into the exam room by your doctor), the government and healthcare industry hoped to create a method to better monitor and streamline healthcare records.

Unfortunately, they left out a very important component: the sharing of information between the various EHR systems. Currently, there is virtually no mechanism for the different companies to share this information, thereby preventing physicians and healthcare facilities the ability to learn what others are doing or have done with respect to patients' health care. This is not only potentially dangerous but unnecessarily costs the healthcare industry hundreds of millions of dollars each year.

Here are two examples that illustrate failures of communication and a perilous flaw with the EHR system.

Recently, I saw a new patient in my office who complained of having three months of chest pain and shortness of breath. He stated



Dr. Michael Schwartz

that he had undergone a heart stress test approximately four years prior, which he reported was normal. Unfortunately, he did not recall the name of the cardiologist who performed the test or even where it was performed. He had no information with him pertaining to exams, and his prior primary care physician had retired.

As customary, I performed an electrocardiogram (a heart test) in the office, which revealed a possible heart attack. I immediately sent him to the hospital for evaluation. Later in the day, I received a call from the emergency room physician informing me that he had been discharged.

After a cardiologist was called to the emergency room to perform a consultation, he went through the hospital records and was able to ascertain that the patient had a similar EKG in the past and a complete negative heart evaluation only 10 months earlier (not the four years the patient had recalled). His evaluation in the emergency room was normal, and he was sent home.

The charge for this unnecessary visit may have cost the healthcare system several thousands of dollars. Furthermore, it was an obvious inconvenience for the patient, who could have simply been sent to his cardiologist for a follow-up evaluation the next day.

Another example occurred recently when I saw a patient who was placed on a medication (by another physician) for a toenail fungus. Disturbingly, I had never received a report from the doctor informing me that the patient had been started on a new

medication. During the visit, I quickly noted in the patient's chart that he was already taking another medication that was contraindicated with the medication prescribed.

The podiatrist who prescribed the medicine was unaware that the patient was taking a medication that would interact. Furthermore, the patient filled the prescription at a different pharmacy, which didn't have a record of his usual medications in its computer system. Fortunately, I was able to identify this potential interaction and stopped the medication before an adverse reaction occurred.

Although these EHR systems were intended to address these informational issues, they are actually causing more problems than they have resolved as physicians rely on them daily to recognize discrepancies in care. Unless these EHR systems talk to each other, they create the potential for dangerous outcomes and often add to healthcare costs.

So what is the solution? It should be as simple as requiring electronic health record companies to create a sharing mechanism. Regrettably, this would cost their industry millions of dollars in order to transform the existing systems into an integrated one.

Consequently, if these EHR systems were indeed connected in some way, physicians would have the ability to easily change from one company to another. Currently, it is very time consuming and financially prohibitive for physicians to move from one EHR to another as all the medical and demographic information

would have to be manually input. Therefore, any attempt to integrate EHR information is probably offset by the possibility of EHR companies being concerned about losing revenue.

So what can be done to resolve this issue while at the same time maintaining good health and alleviating the financial burden placed on the current system?

Two solutions come to mind.

First, patients should be diligent about keeping all their medical information in their wallet or on their smart device. Several apps exist today that make it simple for patients to list all their medications, test results, and the physicians they see. Additionally, the information can be password protected to ensure confidentiality.

A more novel approach would be for a company to create a medical cloud. Simply stated, patients could be issued a complex password code (using numbers, letters, and characters) that would then be stored in a medical cloud. Regardless of the EHR system, once inputted, the information would be transferred automatically to this cloud, allowing any approved user access to all your medical information utilizing your unique code. This program could save the medical industry millions of dollars and undoubtedly save lives as all information would be readily available.

Dr. Michael Schwartz is board certified in internal medicine with a private practice in Darien.

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What's in a name? In Healthcare, it's everything.



Susan Powers

Partner & Certified Trainer — Sandler Training/PEAK

A person's name defines them, it's their identity — it's personal. We know that patient retention is higher when patients feel a personal connection to not only their physician but also to the rest of the practice. Using a person's first name in as many interactions as possible will go a long way in making your patients feel comfortable. The long-term benefit? They will be loyal, perhaps even brand evangelists for your practice. (Think standing on a mountaintop shouting, "My Doctor's office is

THE best and everyone should use them! "type of evangelist.)

Here's a scenario I often see when working with health care professionals: The pass off from waiting room to exam room. We've all been there. A Healthcare professional comes into the waiting room and calls your name. You get up and follow him down the hall to the exam room, where you're eventually told — "The doctor will be with you in a moment." You sit, read a few magazines — knowing it will be more than a "moment". Frustration.

How about this scenario: The Healthcare professional calls your name and as they usher you to the exam room they say "Good morning (patient's name), I'm John — I see you are here to see Doctor Amy for a routine physical — let's get you situated in Exam room #4." You are ushered in and here's what happens next. "(Patient's name), as Jamie at the front desk mentioned, Doctor Amy is running 10 minutes behind — can I get you something to read while you wait?"

See the difference? When a Healthcare professional uses the patient's first name and uses the first name of the doctor — it makes the experience more personal — the people involved are no longer strangers. You know from your own life experiences that it's easy to be difficult to a stranger — there's little risk in saying or doing something disrespectful or unkind. It's harder — there's more at risk — being difficult with someone you know. Moreover, the small act of exchanging first names quickly moves the relationship from stranger to acquaintance ... from difficult to cooperative.

What's in a name? Power and patient satisfaction. Training a team on the above tactics takes time, patience (no pun intended!) and nurturing — it isn't easy but it's achievable and worth it!



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DEAL WATCH



(Top) 725 E. Main St., Meriden. (Bottom, left) 60 Meadow St., East Hartford. (Bottom, right) 800 Corporate Row, Cromwell.

DEAL WATCH

E. Hartford to house Boston distributor's CT expansion

Boston electrical wire-cable distributor The Arthur J. Hurley Co. paid \$1.5 million for an East Hartford industrial building that will open this fall as a parts depot to better serve Hurley's Connecticut customers, officials say.

Hurley Co. Chief Financial Officer Jim Clark said the 52,214-square-foot property at 60 Meadow St. formerly was a showroom for commercial office-furniture vendor BKM. Purchased from Boston realty investor New Boston Fund, it will be Hurley's third location, but its first beyond the Boston area.

The 86-year-old family enterprise will hire this summer to staff its East Hartford operation with up to 20 workers, Clark said. Hurley's wire-cable products are delivered mostly to customers engaged in the transit, utility, and commercial-industrial markets.

"We have a fairly mature business in Connecticut that we serve out of Boston," said Clark, a Connecticut resident who will be based in the East Hartford office. "It will enable us to increase response times and serve customers' needs."

Hurley's search covered most of the state, Clark said, stretching from New Haven to Springfield.

The company settled on East Hartford, largely due to its proximity to highways, a capable workforce, and the town's supportiveness for Hurley on a variety of matters, Clark said.

Sentry Commercial was the sole broker in the sale.

\$1M Cromwell flex sale

A 12,750-square-foot Cromwell flex building sold for \$1.05 million to an owner who will use it for marketing, sales, and distribution of Renewal by Anderson doors and windows, brokers say.

Matthew Esler bought 800 Corporate Row from Buhl Land East IV LLC. The building has four drive-in doors and two loading docks. O,R&L Commercial LLC represented both parties in the sale.

Krohn's Meriden buy

New York landlord Avner Krohn recently paid \$200,000 for a small Meriden building that he plans to renovate into medical offices, brokers say.

Gregory Seay



Richard J. Blechert sold the 1,920 square-foot building on 0.3 acres at 725 E. Main St.

Pearce Real Estate represented Blechert in the sale. Zelman Real Estate Brokerage LLC was Krohn's broker.

Krohn in recent years has acquired and renovated several downtown New Britain commercial properties, including Jasko Plaza, 450 South Main St.; 87 West Main St.; and 93 West Main St.

\$750K Bloomfield acreage

A 17-acre Bloomfield property already approved for a new 65,000-square-foot medical office building is on the market listed at \$750,000, brokers say.

Forty Acres Associates of West Hartford is selling the parcel at 54-80 Jolley Drive, in the shadow of Cigna's headquarters campus, Copaco Shopping Center, the Hartford Golf Club, and Wampanoag Country Club.

Reno Properties Inc. of Newington is listing broker.

Alternate development opportunities for the site include office, flex industrial, light manufacturing, and warehouse/distribution.

E. Hfd. Prestige listing

Sentry Commercial has sales listings for a pair of East Hartford industrial parcels.

One is a clear, flat 7.98-acre corner lot at 30 Prestige Park Road, fronting on School Street. Asking price is \$550,000.

The other, at 41 Prestige Park Circle, has 1.58 acres and full utilities in a railroad depot zone. Price is \$150,000.

Deal Watch wants to hear from you. E-mail it, along with contact information to: gseay@HartfordBusiness.com. Gregory Seay is the Hartford Business Journal News Editor.

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Company	Spotlight	Duration & Time(s)	Booth #	Company	Spotlight	Duration & Time(s)	Booth #
ACT Group www.GoACTgroup.com	Come visit our booth and see 3D Printing and 3D Scanning Demonstrations	All Day	644	Go Graphix gographix.com	Come see how we can help promote your business with signs, carpet decals, and wrapped vehicles	All Day	436
AFA Electronic Recyclers of CT. afaelectronicrecyclers.com	Visit our booth for a demo on the correct procedures for "DIY" hard drive termination and get a FREE "recycled treasure"	All Day	629	Goldman Sachs www.laguardia.edu/10KSB/Application	Come see Paisley Demby, Business Services Director for Goldman Sachs, 10,000 Small Business @ Laguardia Community College give his 'Strategies to Accelerate Revenue Growth' presentation	9:30, 1:30, 2:30	831
Alzheimer's Association Connecticut Chapter www.alz.org/ct/	Stop by our booth to learn about our programs and services offered throughout the state. Enter to win One of three books we are raffling off	Discussions All Day Book raffles: 11am, 1pm, 3pm	427	Hallmark Recruiting and Staffing www.HallmarkJobs.com	Stop by to discuss how to use temporary and technical staffing to augment your "permanent" staff. Starbucks and Dunkin' Donuts gift cards to be raffled	Demo & Discussion: All Day Raffle Drawings at 12pm and 3pm	508
American Business Telephone and Technologies, LLC www.abtelephone.com	Check out our telephones, Polycom conference phones and headset kits available at discount prices. Ask about paint refinishing and telephone repair services. Polycom conference phone and headset kit to be raffled	Live Demos & Discussions – All day; Avaya IP Office (VOIP) demo at 10:30am and 2pm; raffles at 11am & 1pm	209	KWB Media, LLC www.kwbmedia.com	Stop by and see how video can significantly impact your business! Get an autograph and pose for a picture with Olympic Gold Medalist and former UConn Great Kara Wolters. Enter our Raffle for a GoPro Camera	Kara Wolters 11:30am - 1:30pm; Enter to win the raffle all day.	321
BBB Serving Connecticut www.bbb.org	Stop by the BBB Pavilion to learn about the value of TRUST in today's marketplace, visit BBB Accredited Businesses, & enter a drawing for a BBB "Swag Bag," including an iPad Mini!	Networking: All Day. Swag Bag Raffle Drawing: 3pm	406 & 407	Live Nation www.livenationpremiumseats.com	Stop by and see how you can entertain clients, reward employees, or enjoy a night out with family and friends in true VIP style. 2 pairs of VIP tickets for upcoming shows to be raffled	All Day	535
CT Bar Association www.ctbar.org	Visit our lawyers for FREE information on legal issues that relate to your business	All Day	351	Massage Envy Spa www.massageenvy.com	Massage Therapists will be on site giving chair massages and Estheticians will be performing facial skincare analysis. Come spin our Prize Wheel and win free services in our clinics	All Day	445
Comcast Business www.business.comcast.com	Comcast is providing IP Voice demos, a lounge and a charging station. Enter the Cash Cube to win great prizes!	All Day	435	Pro Systems www.prosystems.tv	Stop by our booth to see the latest technology in audio and visual equipment. Let us tell you how we can make your event great	All Day	228
Connecticut Technical High School System www.cttech.org	Come talk to The Connecticut Technical High School System (CTHSS), which currently operates 17 diploma-granting technical high schools, one technical education center and two aviation maintenance programs located throughout the state	All Day	621	Rider Productions www.riderevents.com	Come listen to some music and hear about the Jefferson Starship / Blood Sweat & Tears concert being held at the Convention Center on July 24th	All Day	347
Convention Nation, Inc. conventionnation.com	Review this event at conventionnation.com and be entered to win a high-speed ride in the race car! Hot laps at Lime Rock Park!	All Day	244	SBA Resource Center www.sba.gov	Come to any of our 5 amazing workshops to learn how to maximize your small business. See the workshop schedule in the show guide	Workshops at 9:30, 11:30, 12:30, 1:15, 2:15	355
Cox Business www.coxbusiness.com	Stop by the Cox Business Booth, #219, to learn more about our managed, hosted services that help you run your business more effectively	All Day	219	Strategic Products and Services & Avaya www.spscom.com www.avaya.com/usa/	Visit our booth to learn about our Unified Communications, Network Infrastructure, Video Surveillance, Security, and Cloud Solutions products. Enter to win one of three great prizes!	All Day discussions Raffle at 3:30	244
CT Business Connection	Meet CT's Business Team and attend the six great workshops being held throughout the day	9:45, 10:30, 11:15, 1:30, 2:15, 3:00	255	The Pita Group www.thepitagroup.com	Come visit Pita in the pocket in the Lobby next to Show Office A	All Day	Lobby
CT Green Guide www.CTGreenGuide.com	Meet CT Green Guide editor Brad Kane and share your thoughts and ideas about Green Business in our region	All Day	625	Transfer Enterprises www.tedesk.com	Enter for your chance to win quality office furniture!	All Day	636
CT State Troubadour Kristen Graves	Come see CT's State Troubadour as she sings the National Anthem in the lobby to kick off the show and listen to her sing at noon in the Marketing and Education hub	9am in the lobby; 12pm in the Marketing Hub	Marketing Hub	Transformations Medical Spa At Somers Day Spa & Salon www.transformationsmedspaofct.com	Stop by our booth for a complimentary consultation with our Physician or Nurse Practitioner (\$100 value) PLUS, purchase one area of Botox and receive second area at 1/2 off!!! Injectable fillers also available at \$100 off per syringe, one day only!!!	All Day	720
Express Strategies www.express-strategies.com	Hear how we can help you tell the story of your business more effectively and win a FREE web ad for a nonprofit organization you support by dropping off your business card	Discussion: All Day; Drawings at: 10am, 12pm, 2pm, and 4pm	412	Waddell & Reed www.waddell.com	Stop by and guess the number of \$1 bills in the jar to win a prize!	Entry Forms Available All Day	512
FinancialForce.com www.financialforce.com	Come to our discussions on Human Capital Management, Supply Chain Management, Professional Services Automation and Accounting and Enter to win a JBL Pulse speaker	Demo and Discussion : All Day Raffle Drawing: 3pm	339	Wallingford Economic Development Commission www.townofwallingford.ct.us	Come see us to improve your bottom line through hard cost savings. We have the lowest electric rates in all of CT...We own our public utilities!	All Day	524
Frontier Communications www.frontier.com	Stop by and see how Frontier and their partners Mitel and HP can help your business with 4 great demonstrations throughout the day	Demos at: 10:15, 11:15, 1:15 and 2:15	501 & 812	WTIC www.connecticut.cbslocal.com	Come meet CBS Radio talent Ray Dunaway	9am-11am	315

Green Corridor:

Visit this area to discover ways that businesses can increase their Green awareness. Meet CT Green Guide Editor Brad Kane who will be talking with businesses throughout the day. Pick up the latest CT Green Guide to take back to the office.



Booth#	Company
624	Lantern Energy
625	CT Green Guide
626	Ambit Energy
628	EnergizeCT
629	AFA Electronic Recyclers
630	Veolia North America
631	ECS Aeroseal

CT CHAMBER ALLEY

Visit your local CT chambers in the Atrium!

Central CT Chambers of Commerce
 Simsbury Chamber of Commerce
 West Hartford Chamber of Commerce
 Rocky Hill Chamber of Commerce
 Quinnipiac Chamber of Commerce
 Greater New Haven Chamber of Commerce
 Suffield Chamber of Commerce

Stop by Booth #351 and get free legal information from our lawyers on topics that relate to your business!

4pm-6:30pm

Statewide Networking Extravaganza

You're Invited!
 Hosted By
HARTFORD BUSINESS JOURNAL

Whether attending or exhibiting, wrap up your day by joining us for one last burst of business building in the CT Convention Center Atrium. Food, cash bar and music!

Exhibitors

BBB = BBB Accredited Business

Company Name	BOOTH #
Access Technology Group, Inc.	319
ACT Group	644
AFA Electronic Recyclers of CT	629
Aflac	402
Agera Energy LLC	518
All'asta	Retail
Allstate Insurance	447
Alzheimer's Association - CT Chapter	427
Ambit Energy	626
American Business Telephone and Technologies	209
American Express OPEN	403
Associated Builders Inc.	426
Bags in Bloom	Retail
Barter Business Unlimited	419
Beirne Wealth Consulting	425
Better Business Bureau	406 & 407
Billy Casper Golf	507
Boomer Den, LLC	641
Boys & Girls Clubs of Hartford, Inc.	652
Braman Termite & Pest Elimination	324
Bridge Energy Services	620
Bristol Development Authority	449
Bureau of Labor Statistics	251
Business West & Healthcare News	528
Casanova Remodeling Company	414
CBIA	348
CCSU/ITBD	350
Central CT Alliance for Economic Development/Wallingford Economic Development Commission	524
Chris Teebo Films	308
City of Bridgeport	346
City of Hartford	303
CMI Time Management	344
Co-Communications	825
Comcast Business	435
Command Corporation Electronic Security and Surveillance	401
Connecticut Basement Systems	418
Connecticut Convention Center	646
Connecticut Employer Support of the Guard and Reserve	718
Connecticut Technical High School System	621
Connex Intl.	618
Convention Nation	244
Cox Business	219
Creative Financial Staffing	506
Creative Living Community of CT	Retail
CT Association of Foster & Adoptive Parents	726
CT Bar Association	351
CT Business Connection	255
CT Business Expo 2016	514
CT Green Guide	625
CTfastrak / CTrides	306
Curaleaf	634
Doing Business in Connecticut	453
Duracell® Cloud Storage by TriAxis, Inc.	434
ECHN	451
Edward Jones Investments	428
Efficiency and Comfort Specialists	631
EnergizeCT	628
Envision Marketing Group	215
eWomenNetwork - Greater Hartford & Shoreline	330
Express Strategies	412
FinancialForce.com	339
Flight Trampoline Park New Britain	640
Frontier Communications	501, 812
Gengras Chevrolet Commercial Sales	549 & 551
Get Connected / We Care Computers	331
Go Graphix	436
Goldman Sachs 10,000 Small Businesses	831
Green Earth Energy	635
Gulf Electricity	231
Hallmark TotalTech, Inc.	508
Harte Nissan	744
Hartford Business Journal	513
Hartford Courant	417
Hartford History TODAY	730
HealthyCT	613
HEDCO Inc.	544
Hello Parkville	300
Iaso Tea / Traci Lynn Fashion Jewelry	Retail
ICC Trucking Inc.	546
IMC	326
IPS	509
Jewish Community Foundation	728
Kaplowe Studios	525
Kenbar Solutions	307
Klingberg Family Centers	818 & 820
KÔTA, A Mohegan LDI Enterprise	245

KWB Media, LLC	321
Lantern Energy	624
LeafFilter Gutter Protection	416
Leonardo's Pizza Franchise	201
Linium Staffing	408
Live Nation	535
LjoyceDesigns	Retail
Massage Envy Spa	445
McNair Business Machines	400
Mitchell Auto Group	444
MJ Remodeling Company	637
Mystic Creative Products	Retail
NEMSI/Emcor Services	440
Nerium	Retail
New Britain Rock Cats	203
New England Real Estate Journal	615
New England Urgent Care	500
New York Life Insurance Company	529
Next Step Living	421
Keep in Touch	413
Perfect10	531
Pinpoint Promotions	409
Precision Computer Services	520
Pro Systems	228
Prospect Veterinary Hospital	Retail
Pure Water Technology of Central Connecticut	329

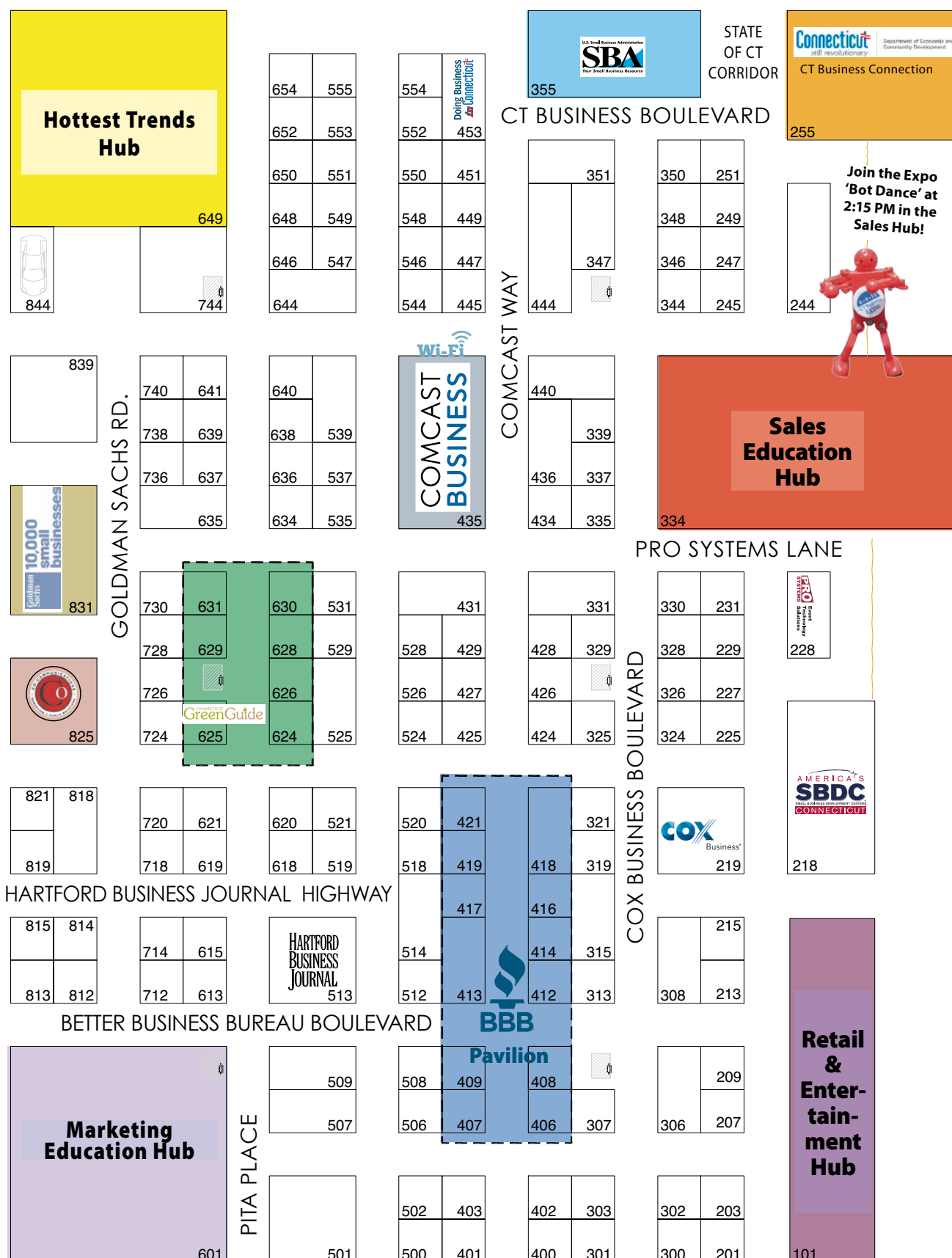
Putting on Ayers	Retail
Quantum Leap Engineering Inc.	328
Regions Commercial Real Estate	335
Rider Productions	648
RnB Enterprises	207
RP Design Web Services	424
Sandler Training	516
SBA Resource Center	355
Shuttle Meadow Country Club	547
Southern Connecticut State University	
School of Graduate Studies	714
Stewart Staffing Solutions LLC	431
StoneCastle Consulting	429
Strategic Products and Services	712
Survival Group	302
TFG Film	526
TBNG Consulting	337
Telemundo Hartford-Springfield	213
Tesla Motors	Lobby
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Transformations Medical Spa at Somers Day Spa & Salon	
Uber	325
Unified Communications Group	539
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University of New Haven	502
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Up the Wall CT	619
USA Mobile Billboards	844
Veolia North America	630
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Voda	313
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Waterford Hotel Group	537
Web Design Farm / Health Educated	519
Westfield Bank	214
Wheeler	639
WTIC	315

Expo Spotlights: Be sure to check out these exhibitors offering informational sessions, special demos, exciting giveaways and more! See show addendum for more info.

• **Comcast Business** - Meet Presenting Sponsor Comcast Business in the center of the show floor! Enjoy complimentary Wi-Fi, and enter to **win a Weekend Getaway** and other great prizes! **Booth # 435**

COMCAST BUSINESS



WTIC News Talk 1080 Broadcasting LIVE from the Lobby

CT CHAMBER ALLEY In the Lobby

ENTRANCE

pita MARKETING INTERACTIVE PRODUCTIONS IN THE pocket In the Lobby

Destinations & Features Preview:

15TH ANNUAL



Business Champions Award Breakfast 7:00am – 9:00am

Metro Hartford Alliance and the Hartford Business Journal produce the annual Business Champions Awards and recognize privately held companies in the categories in one of more of the following categories: Revenue Growth, Innovation, Workforce Practices, Community Involvement and Best Start-Up. Tickets are \$65. **Register at metrohartford.com.**

Presented By:



Innovations 4 Entrepreneurs Luncheon

Hosted by:
COMCAST
BUSINESS

11:45 A.M. - 1:15 P.M. • SALES HUB
Pre-purchase your tickets at the Sales Hub
on the Show Floor Ticket Price: \$15

Celebrate Beer'd Brewing Co. LLC and Reality Crowd TV Media Corporation, the 2015 winners of the Comcast Business Innovations 4 Entrepreneurs contest. Network with fellow startups & entrepreneurs from across the region while gaining insight from local experts on how they have become successful.



Goldman Sachs 10,000 Small Businesses

Presenter: Paisley Demby, Business Services
Director Goldman Sachs 10,000 Small Businesses
@ LaGuardia Community College

Strategies To Accelerate Revenue Growth

Times: 9:30-10:15, 1:30-2:15, 2:30-3:15

Location: Booth #831



Meet Connecticut's Business Team!

State of Connecticut Corridor, Booth #255

9:45 am	Business Financing and Micro Lending
10:30 am	Business Registration and Licensing
11:15 am	Government Contracting 101
1:30 pm	Entrepreneurial Programs
2:15 pm	Becoming Lean and Green
3:00 pm	Developing Your Workforce



Resource Center Booth #355

Education Sessions:

9:20 am	Registration and Welcome Remarks
9:30 am	Regulatory Enforcement Fairness Roundtable
11:30 am	Micro-Lending to Hispanic Small Business/Financing Your Business
12:30 pm	Are You Ready to Export? Explore the Benefits & Resources Available to You
1:15 pm	Economic Development in Connecticut Cities
2:15 pm	Government Contracting: Opportunities Available to You

Commissioner's Reception!

3:00 - 4:00pm
at the CT Business Expo,
in the Connecticut Corridor on the Show Floor



Connecticut
Economic
Resource Center
Collaboration at Work

Hors d'oeuvres and cash bar • Meet 'n' Greet with
State of CT commissioners, dignitaries, and guests



Bob Santy
President & CEO,
Connecticut
Economic Resource
Center



**Commissioner
Catherine Smith,**
Department of
Economic and
Community
Development (DECD)



**Commissioner
James P. Redeker,**
CT Department of
Transportation (DOT)



Get Your Small Business Unstuck: Workshops with Barry Moltz

All attendees will receive a copy of Barry's latest book, "How to Get Unstuck," and Barry will be on-hand for a book signing after each workshop! Fee: \$40 each session or all 3 for \$99! **Pre-register at www.ctsbdc.com/barry-moltz, walk-ins welcome.**

Booth #218

10:00 AM	Workshop 1: Get Unstuck: Boost Your Revenue Without Ever Selling Again
12:00 PM	Workshop 2: Get Unstuck: Building A Team That Lasts
2:00 PM	Workshop 3 Get Unstuck: 10 Real Tricks To Skyrocket Your Productivity

FREE Educational Seminars! Pre Register at www.CTBEXPO.com

	Sales Hub	Marketing Hub	Hottest Trends Hub
9:30 AM	Having the MENTAL EDGE Duane Cashin, Cashin & Company	10 Digital Marketing Activities Any-one Can Do to Generate Quick Wins A conversation with: David Hoffman, Search Smart Marketing Bob Ruffolo, Impact Branding	How to be a Business Champion Moderated By: Oz Griebel, MetroHartford Alliance; Kevin Armata, Windsor Marketing Group Dr. Richard Fichman, Fichman Eye Center Carolyn Stanworth, BL Companies
10:30 AM	Connect, Compel, & Convince Moderated By: Roberta Prescott, The Prescott Group; Debbie Fay, BeSpeak Presentation Solutions; April Heavens-Woodcock, Touching Clients	Innovative New Technologies in the World of Web Marketing: Steve Latronica, Director of Interactive, The Pita Group	Leading Your Team to Drive Results Doug Brown, Executive Director, Connecticut Bar Association
11:45 AM	Comcast Business Luncheon: Innovations 4 Entrepreneurs Moderated By: Ken Cook, How to Who Chris Allen, iDevices; Stacey Cohen, Co-Communications; David Evans, EasySeat	PERFORMING LIVE Enjoy phenomenal music provided by Kristen Graves, CT's 15th State Troubadour	Cloudy with a Chance of Awesome! Five Cloud Computing Trends to Watch & Build Your Business Allen Falcon, Global Cumulus
1:30 PM	Profit More and Prospect Less For consultants, authors and experts who want to double their income without burning out Marge Piccini, Profit More and Prospect Less	Take Your Brand to New Places. It will Return the Favor: Stacy Silk-Rome, Brand New LLC	Medical Marijuana in the Workplace Moderated By: April Arrasate, Curaleaf Megan Carannante, Pullman & Comley Rachel Ginsburg, Pullman & Comley
2:30 PM	How to Get to the Decision Maker Moderated By: Paul Pita, The Pita Group; Jeff Hubbard, TD Bank; Susan Powers, Sandler Training	All That's Measured, Gets Better — Understanding Google Analytics and Other Measurement Techniques Maria Miranda, Miranda Creative Inc.	Connecticut's Entertainment Preview - Sports, Concerts, Theatre, and More!! Moderated By: Kristina Newman-Scott-Department of Economic & Community Development; Dan Hincks, Infinity Hall; Doris Sugarman - CT Forum/Bushnell; Josh Solomon -The Hartford Yard Goats

No more rain worries

On May 6, Riverfront Recapture announced the hiring of Michael Zaleski, who heads the Hartford Business Improvement District, to succeed Marfuggi.

Oz Griebel, CEO of the MetroHartford Alliance who chaired Riverfront Recapture for five years in the late '90s, said the ongoing redevelopment of Constitution Plaza, with the former Sonesta/Clarion Hotel about to reopen as apartments, and the development of Front Street would not have occurred without Riverfront Recapture. And the project wouldn't have gotten very far but for Marfuggi's engagement, he said.

Maintenance and upkeep of the Riverfront Recapture parks system also is one of the earliest examples of regionalism. Once the green spaces were acquired, and walkways, plantings, and other infrastructure put in place, there was the need to maintain all of it. Marfuggi approached the Metropolitan District Commission with his idea to have the regional water-sewer utility do the maintenance. With backing from most of MDC's member towns, the utility says it now does just that, annually budgeting \$750,000 for it.

A Vermont native, Marfuggi landed in Connecticut more than 30 years ago, after obtaining his graduate degree from Stanford University. He has worked a variety of professional slots during his career, including as an aide to former Hartford Democratic political boss Nicholas R. Carbone.

Zaleski said he has known Marfuggi the past 15 years through their shared work on various development task forces and other projects.

"He's a guy who's worked very hard to transform the region," Zaleski said. "He's a legend in the nonprofit world."

"I'm excited about the opportunity to take on leadership of an organization that has changed this city's waterfront," Zaleski added.

Looking back

The idea to reconnect Hartford and East

Hartford to the river, Marfuggi said, started with late Travelers insurance executive Rory O'Neil, a Chicago transplant who mused about replicating the Windy City's link to Lake Michigan here.

"Water has this appeal that cuts across backgrounds," Marfuggi said. "People like to be near water."

From there, discussions among various business and civic leaders generated a task force to study the concept. By 1984, the nonprofit overseer had been created, and, using state and federal grants and local donations, began assembling waterfront parcels that today make up a three-mile ring of lit and landscaped park and open spaces and walking/biking paths.

The centerpiece, though, is a decked promenade extending all the way from the base of the Connecticut Science Center and Phoenix Co.'s adjoining "Boat Building," to a sloped amphitheater overlooking the Founders' Bridge and the riverfront.

Hartford architect Tyler Smith was on the board of Riverfront Recapture when Marfuggi was hired.

"Joe was well-known in the community and active in a variety of endeavors, promoting the downtown," Smith said. "He was plugged in socially and politically."

Connecticut's state treasurer, Denise L. Nappier, was Riverfront Recapture's second executive director, serving from 1983 to 1988. Nappier brought Marfuggi aboard to be her deputy. The pair first worked together at the UConn Health Center, where Nappier at the time created and ran its institutional relations office. Marfuggi was its marketing-communications officer.

She said she wanted Marfuggi on her Riverfront Recapture team but needed a way to sell him on the idea. Nappier said she used a river cruise aboard the Lady Fenwick as a lever to pry open Marfuggi's interest in working on the project.



PHOTO | STEVE LASCHNER

Joe Marfuggi says people's natural affinity for water is behind Riverfront Recapture's success.

"I felt the best way to entice him to leave [UConn] ... was to first get him on the water," the state treasurer said. "He was always that kind of person that garnered respect in a way that compelled others to want to be on his team. He was someone you could rely upon to get things done and done well."

Marfuggi insists he never doubted that the waterfront reclamation would occur.

"It just seemed like such a great idea," he said. "People were really embracing it and telling us they wanted more."

Economic impact

Every summer since 1999, Riverfest has been a waterfront staple, bringing together people throughout the Hartford region and beyond.

"What I'm really proudest of," Marfuggi said, "is Hartford and East Hartford sometimes get a bum rap. ... This project really demonstrates what this community is capable of when people get together and rally behind a big plan."

Marfuggi also points proudly to a new study released in May, showing Riverfront Recapture generates at least \$7 million in annual tourism and leisure revenue for area shops, hotels,

restaurants, parking vendors, and others.

In addition, the study points to about \$1 billion of development underway in the Greater Hartford region that the authors traced to Riverfront Recapture.

Marfuggi is quick to note the billion-dollar sum does not include previous public and private investment that created the Science Center and nearby Hartford Marriott Downtown, the convention center, and the Front Street development across the street.

Connecticut Congressman John B. Larson, whose district encompasses the Hartford-East Hartford riverfront park system, said the Connecticut River long has been a major source of jobs and infrastructure for this state. Marfuggi's "vision and passion" for Riverfront Recapture, Larson said, "helped ignite our community..."

"Between the booming growth of Goodwin College and countless hotels and businesses alongside the parks as well as the recent developments with Coltsville," Larson said via email, "the Riverfront is poised to remain the apex of economic development, environmental recapture, and cultural outreach."

With the designation of Coltsville as a national historic park, the U.S. Park Service plans to erect a visitor's center and do other neighborhood improvements. Riverfront Recapture is eager, Marfuggi said, to leverage the extra visibility and tourism Coltsville will bring to the region.

Plans are to eventually link Coltsville to Hartford's riverfront via a walkway erected beneath the elevated portion of I-91. Together with other site improvements, that price tag is around \$26 million, Marfuggi said.

One of Marfuggi's favorite riverfront assets is the boathouse built in Hartford's Riverside Park, once the "outdoor living room" for tenement residents in the then Front Street neighborhood in downtown. Now, just as then, the river remains a focal point for community leisure and recreation, he said.

"You know what I really love," he said, "is being there ... and watching other people enjoy the river." ■

REPORTER'S NOTEBOOK

CT ranks sixth in business brand value

Connecticut's top companies collectively rank No. 6 in the nation for brand value, surpassing Georgia to move up one spot from last year, according to the rankings from New York consultant Brand Finance.

Connecticut companies represent 4.4 percent, or \$114 billion, of the total U.S. brand value, according to the company's annual U.S. 500 Brands Report.

The top brand in Connecticut remains Fairfield conglomerate General Electric. GE's brand is valued at \$48 billion, which represents 42 percent of the total brand value in the state. Milford restaurant chain Subway came in second with a \$12.2 billion brand value.

Danbury industrial gas provider Praxair was one of Connecticut's new entries in the top 500 this year, with a brand value of \$1.8 billion placing it at No. 321.

Brand Finance calculates brand value using the royalty

relief method, which looks at attributes such as awareness, loyalty, emotional connection, market share, marketing spend, and financial forecasts. The calculations are not dependent on company earnings or profit, which Brand Finance said can be influenced by one-time cash influxes or charges.

Hartford conglomerate United Technologies ranked No. 10 on the list of top Connecticut brands, while its Farmington subsidiary Otis Elevator came in at No. 8.

In the 2014 list, UTC had two subsidiaries named to the Connecticut top 10 including East Hartford jet engine maker Pratt & Whitney at No. 10.

However, Pratt was bumped out of the state top 10 this year after ESPN joined the list, along with new tourism company Booking.com, which is part of The Priceline Group based in Norwalk.

— Brad Kane

CT home to 103K women-owned firms

Connecticut has an estimated 102,900 women-owned firms, an increase of 42.1 percent over the past 18 years, according to a new report by American Express Open.

The fifth annual State of Women-Owned Business Report showed Connecticut ranked 43rd in the nation for the number of women-owned firms since 1995. The national

growth rate over the past 18 years has been 74 percent.

Connecticut's women-owned firms ranked 28th in revenue growth over that same time period, an increase of 80 percent to \$16.7 billion in sales. The national growth rate was 79 percent.

The report analyzes data from the U.S. Census Bureau's business census, which occurs every five years.

The numbers for 2015 are estimated and compared to 1997, 2002, and 2007.

Connecticut nearly doubled the national growth rate for employment at women-owned firms. In 2015, Connecticut had 95,000 employees at such firms, an increase of 21 percent since 1997. Nationally, the increase was 12 percent.

— Brad Kane

Women-Owned Business Growth Trends (1997-2015)

	Women-Owned Firms				% Change, 1997-2015
	1997	2002	2007	2015 (est.)	
Total U.S.					
Number of Firms	5,417,034	6,489,483	7,793,139	9,410,800	73.7%
Employment	7,076,081	7,146,229	7,579,876	7,922,900	12.0%
Sales (\$000)	\$818,669,084	\$940,774,986	\$1,202,115,758	\$1,463,166,300	78.7%
Connecticut					
Number of Firms	72,393	82,118	93,480	102,900	42.1%
Employment	78,598	88,074	89,942	95,000	20.9%
Sales (\$000)	\$9,276,337	\$12,215,939	\$14,409,072	\$16,712,600	80.2%

SOURCE: AMERICAN EXPRESS OPEN, U.S. CENSUS BUREAU

CT wants to grow marijuana industry



(Clockwise from left) A Theraplant employee packages various forms of marijuana to be sent to dispensaries; Theraplant's extremely secure location in Watertown; Theraplant grinds up marijuana buds before processing them to use in its pills, oils, and other forms; Theraplant CEO Ethan Ruby outside two specialty growing tents.

DCP outreach effort that started in February aimed at educating the public on the benefits of marijuana, which was approved for medical use in the state in 2012 and first started being sold last year.

"The goal is for people to know there is a program. The second goal is to make them realize it is a medical program," said DCP Commissioner Jonathan Harris, who emphasized growing the medical marijuana program when he took office in January.

Ultimately, these outreach efforts are designed to change the public's perception of a product long thought of as illicit. DCP and medical marijuana industry officials said they want to get to a point where patients and doctors no longer need to register for the program and physicians can be trusted to prescribe it just as they would any other legal drug; currently only individuals afflicted with government-approved qualifying conditions can obtain medical cannabis. Greater acceptance of the drug would make it easier for marijuana growers to become profitable and negate the impact of the black market, which has been around far longer and can be a cheaper alternative.

Hesitant doctors

Some Connecticut doctors, however, have been hesitant to prescribe marijuana. They don't like the idea of recommending a drug not approved by the U.S. Food & Drug Administration, especially one with limited data on its medical benefits, said Dr. David Emmel, a Wethersfield ophthalmologist.

Emmel said some of his glaucoma patients have asked about the drug's use, but he tells them there are other prescription drugs that last longer and are more effective.

"Marijuana is the worst glaucoma medicine ever invented," Emmel said.

As more data about the effectiveness of medical marijuana becomes available, more doctors should join the program, said Dr. Andrew Salner, chief of radiation oncology and director of The Helen & Harry Gray

Cancer Center at Hartford Hospital.

As of April 14, 200 Connecticut doctors were licensed to prescribe medical marijuana, up from 108 in October, according to DCP. The number of registered patients was 3,635, up from 3,027 on March 4.

Salner is one of those 200 licensed physicians, and he has prescribed medical marijuana to about two dozen patients. He said patients are telling him the drug eases symptoms of cancer, such as nausea, loss of appetite, and pain.

"That kind of patient testimonial makes an impact, especially because the information doesn't come through the usual routes," Salner said.

The four growers and six dispensaries that make up Connecticut's medical marijuana industry are also making outreach efforts, such as appearing at seminars like the June 18 Connecticut Employee Assistant Professionals Association event in Wallingford entitled "Medical Marijuana: Clearing the Smoke on Fact from Fiction."

"We need to make [the drug] more available," said Ethan Ruby, president and CEO of Watertown-based Theraplant, one of the four approved growers in the state. "Qualifying conditions shouldn't be a political decision. It should be a medical one."

Black market battle

While DCP and the industry are working to bring legitimacy and awareness to medical marijuana, growers and dispensaries have found themselves in a battle with industry players from the nearly two dozen states that have legalized the drug, either for medicinal or recreational purposes.

Those drugs, particularly from the West Coast, are making their way illegally into the Connecticut black market, according to the Connecticut State Police's Statewide Narcotics Task Force.

Under the state's cannabis program, only marijuana grown at one of the four in-state producers — Theraplant, Advanced Grow Labs in West Haven, Curaleaf in Simsbury,

and Connecticut Pharmaceutical Solutions in Portland — can be sold legally in the state.

Connecticut growers, however, are competing against the black market on product price and quality. Local growers like Ruby said they are confident in the quality of their marijuana because DCP has strict growing and testing requirements.

Even still, there is a perception that Colorado has the best quality cannabis, and it can be hard to change people's minds on that, Ruby said.

"Culturally, people feel that marijuana that is grown out west in California or Colorado will be better," said Amanda Reiman, manager of marijuana law and policy for the Drug Policy Alliance in California. "Just like people think wine is better if it comes from Napa Valley, even though Connecticut might have wine that is as good or better."

In terms of pricing, an eighth of an ounce of marijuana costs \$40-\$60 at a Connecticut medical marijuana dispensary; an eighth of an ounce on the black market will cost about \$40, according to the website PriceOfWeed.com.

The other major selling point for local growers: Their customers don't risk running afoul of law enforcement.

Growing the industry

As regulators, DCP has credibility with doctors and patients to promote medical marijuana, more than the industry just advocating for itself, Harris said. He added DCP expects its physician and patient counts to grow significantly by June.

Having more patients and more doctors prescribing the drug would give the industry room to grow, Harris said. The four growers and six dispensaries currently employ 230 people.

Theraplant, which only uses about half of its space in its Watertown building, could nearly triple its employment count to more than 100 when operating at full capacity, Ruby said. Eventually, there could be room to add more locations, although that might take another DCP license.

Ruby said about 500,000 people in

Connecticut use marijuana. While a significant portion of those are recreational users, he said it's pathetic that the medical marijuana program currently has less than 4,000 patients.

Like most businesses entering their second year, Theraplant isn't profitable, Ruby said, but the company is in it for the long haul.

The concern over industry growth is a problem, though, said Emmel. The use of medical marijuana in Connecticut should be driven by patients' needs and not profit margin. "We have created a strong financial condition for the expanded use of it at a time when we don't know if expanded use is helpful for patients," Emmel said.

Winning hearts and minds

Meanwhile, as the medical marijuana program matures, growers are getting more sophisticated in their drug-delivery methods. The percentage of patients who actually smoke the drug is decreasing, Harris said, with other forms such as pills, creams, oils, flavors for vaporizers, and strips that melt in patients' mouths (similar to those developed by mouthwash company Listerine) are becoming more popular.

The pill form of the drug is particularly helpful in distancing the industry further from the black market, Harris said.

Eventually, Ruby said the use of medical marijuana should no longer be part of a state-run program. Instead, it would be just like any other medical drug, where doctors can be trusted to prescribe it in a responsible way for patients who need it.

Connecticut currently has 11 qualifying conditions that patients must have in order to join the medical marijuana program. That will grow to 17 by the end of the year, Harris said.

Ruby's vision of a program where no qualifying conditions are needed will happen, Harris said, but first the state must get more doctors to trust the program.

"That will happen at some point in time," Harris said. "First people must realize it is a medical program, and that Connecticut is not Colorado."



Small business owners agree:
Connecticut needs a retirement savings plan.

Today, a secure retirement is out of reach for millions of Nutmeggers, especially those who don't have access to an employer savings plan. In a recent survey, three in five small business owners support a state retirement savings plan that would help Connecticut residents build their own private retirement savings. The survey also showed that many small businesses in the state currently do not provide an employer savings plan due to cost. That's why AARP is supporting the work of the Connecticut Retirement Security Board and a secure future for all Connecticut families.

To learn how a Connecticut retirement savings plan could help you and your employees, visit
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Connecticut

MOVERS & SHAKERS



Deborah L. Denno



Catherine H. Anderson



Michael Perry



Linn Foster Freedman



Kathryn M. Sylvia



Kim Hollfelder



Lisa McIntyre



Mark Holtz

Federman, Lally & Remis promotes two to partner

Farmington accounting firm **Federman, Lally & Remis** has promoted **Deborah L. Denno** and **Catherine H. Anderson** to partner.

Denno is a partner in the firm's tax practice, and Anderson is a partner in its audit and accounting practice.

Mintz + Hoke announces promotion

Avon marketing-communications firm **Mintz + Hoke** has promoted **Michael Perry** to digital technical lead responsible for creating and developing interactive websites and projects for clients, including DRS Technologies Inc. and Pexco.

Perry joined Mintz + Hoke in 2007 as a web developer responsible for client web designs.

Robinson+Cole adds two privacy, data security lawyers

Robinson+Cole has named two lawyers to its privacy and data security team: **Linn Foster Freedman**, who joined its business litigation group as a partner and will chair the team, and **Kathryn M. Sylvia**, who joined the team as an associate.

Freedman joins the firm from Nixon Peabody LLP, where she led its privacy and data protection group

and HIPAA compliance team. She focuses on compliance with state and federal privacy and security laws and regulations, as well as emergency data breach response and mitigation.

Sylvia concentrates her practice on privacy and security compliance under state and federal regulations. She advises clients on website and mobile app privacy and security compliance.

TD Bank announces senior credit officer for Connecticut

TD Bank has promoted **Joseph Nelson** to senior credit officer for Connecticut in credit risk management. Working in Hartford, he will oversee risk oversight for the Connecticut regional and middle-market commercial lines of business.

Nelson has 25 years of experience in banking and commercial lending. He joined TD Bank in 2010 and most recently served as a vice president and senior relationship manager in commercial lending.

Waterford Hotel Group announces Hartford appointment, promotion

Waterford Hotel Group Inc. has named **Kim Hollfelder** director of sales for the Residence Inn by Marriott in downtown Hartford. **Lisa McIntyre** also was promoted to sales manager for Waterford's full-

service portfolio of Hartford hotels.

Hollfelder is responsible for all sales, including developing and maintaining new accounts, supervising sales-related personnel, and implementing sales and marketing strategies at the Residence Inn, a 120-suite property managed by Waterford Hotel Group. She served as sales director for the property from 2006 to 2011 and began her career with Waterford working as a compliance associate.

McIntyre is responsible for all social, educational, and sports group business for the Hartford-area hotels. She served most recently with Waterford Hotel Group as director of sales at the Residence Inn downtown and began her career with Waterford Hotel Group in 2007 as a sales manager.

Greater Waterbury Health Network names chief operating officer

Mark Holtz has joined the **Greater Waterbury Health Network** as senior vice president and chief operating officer responsible for managing GWHN's day-to-day operations.

Holtz has more than 30 years of experience in hospital operations, including as COO at Glens Fall Hospital in Glens Falls, N.Y.; Coordinated Health in Allentown and Bethlehem, Pa.; and Overlook Medical Center-Atlantic Health System in Summit, N.J. He also

served in senior operating roles at Lehigh Valley Health Network in Pennsylvania; Beth Israel Medical Center in New York; and Montefiore Medical Center in the Bronx.

Architectural firm Tai Soo Kim Partners adds senior associate

Hartford architectural firm **Tai Soo Kim Partners** announced that **Christine O'Hare** has joined the firm as senior associate.

O'Hare has focused on educational, health care, and civic architecture, including planning and design for the Kingswood Oxford School, American School for the Deaf, and Hartford Hospital. Recent work has included planning and design for St Joseph's University and the Elisabeth Morrow School in New Jersey.

Quinnipiac names director of annual giving

Andrew Bernstein has been named director of annual giving at **Quinnipiac University**. Bernstein is responsible for overseeing the university's direct mail, telemarketing, and crowdfunding programs, as well as increasing membership in The President's Council, which comprises donors who give at least \$1,000 annually to Quinnipiac.

Bernstein's experience includes director of annual giving at both Western New England University and the University of Hartford.



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The Business Champions Awards, produced through a partnership of the MetroHartford Alliance and Hartford Business Journal, celebrate privately held companies from throughout the Hartford Region. The Awards honor organizations that have demonstrated best practices and significant achievements.

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- Revenue Growth
- Workforce
- Best Start-Up
- Innovation
- Community Involvement

Nominated Companies:

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Advanced Technology Consulting
Amazing Celebrations, LLC
Bear's Smokehouse BBQ
Bigmouth, Inc.
BlumShapiro
Bradley, Foster & Sargent, Inc.
The Brothers Crisp
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DioLuce LLC
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Kelser Corporation
Keyes Music Therapy, LLC
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Minuteman Press
MRM Group, LLC
Naturally Dogs and Cats
Oxford Performance Materials, Inc.
Patient Advocate for You, LLC
The Perfect Promotion
The Pita Group
Porter21
Scrubs and Stuff LLC
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Wheeler Clinic, Inc.
Windsor Marketing Group
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Zag Interactive

EVENT DATE
JUNE 4, 2015

Time: 7:00AM-8:45AM

Location: CT Convention Center,
100 Columbus Blvd., Hartford

Single Ticket Rate: \$65

To register, visit:

HartfordBusiness.com/businesschampions

For questions about this event please contact Amy Orsini at
860-236-9998 x134 or email aorsini@hartfordbusiness.com

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HARTFORD BUSINESS JOURNAL



Nominees and winners alike participate in the festivities of the annual Business Champions Awards Breakfast, which gathers more than 400 business owners and leaders each year to enjoy a champagne toast and original video segments that pay tribute to the winners. The Hartford Business Journal will also publish the Business Champions online and in print on June 8, 2015.

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RIVER HIGHLANDS



11:00 a.m. Registration | 12:00 p.m. Shotgun Start

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Susan Walkama, President and CEO

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FY 2014 SUMMARY

	2014	2013
Total Employees	1,071	1,046
Total Assets	\$49,742,250	\$40,474,428
Total Liabilities	\$10,058,109	\$9,724,313

REVENUES

Contributions & Grants	\$37,271,063	\$34,959,851
Program Service Revenue	\$24,896,968	\$22,619,758
Investment Income	\$489,389	\$429,112
Other	\$164,088	\$148,425
TOTAL	\$62,821,508	\$58,157,146

EXPENSES

Grants	\$1,134,666	\$1,224,145
Member Benefits	\$0	\$0
Salaries/Employee Benefits	\$43,735,239	\$41,579,676
Fundraising Fees	\$0	\$0
Other	\$12,028,457	\$11,664,183
TOTAL	\$56,898,362	\$54,468,004
MARGIN	\$5,923,146	\$3,689,142

TOP PAID EXECUTIVES (FY 2014)

	Base Salary	Total Compensation & Benefits
Susan Walkama , President and CEO	\$334,007	\$371,801
Stewart Joslin , CFO	\$178,064	\$202,229
Richard Miller , Medical Director	\$175,228	\$210,836

SOURCE: GUIDESTAR IRS 990 TAX FORM



A New Horizons resident uses a call-for-aid system.

Leveillee works as a personal consultant at PS Consulting in Putnam and is the founder of The Ashway Foundation, a nonprofit that supports children and their families with special needs.

Leveillee will work to uphold Channel 3 Kids Camp's mission to provide fun year-round opportunities to children of all abilities, families, and communities through educational and recreational programs

that promote diversity, acceptance, and environmental appreciation.

...

The **Community Foundation of Greater New Britain** has provided a **\$150,000** capital grant to support Hartford Healthcare's newly opened **Cancer Institute at The Hospital of Central Connecticut**.

The Community Foundation's board of directors recently approved \$305,351 in discretionary community grants to nonprofit organizations and programs serving Berlin, New Britain, Plainville, and Southington.

...

The **Dollar General Literacy Foundation** awarded **Literacy Volunteers of Greater Hartford** and **Bristol Public Library** grants in the amount of **\$7,500** and **\$2,000**, respectively, to support local literacy programs. These grants are part of more than \$5.8 million awarded to approximately 720 schools, nonprofits, and organizations across the 43 states the company serves.

Farmington Bank Community Foundation has awarded retirement community **New Horizons Village** a **\$10,000** grant. The funds will be used to purchase a state-of-the-art wireless call-for-aid system for New Horizons' care services program, which provides residents with access to care 24 hours a day, including emergency care.

...

Proton OnSite of Wallingford recently gave out **\$36,000** in scholarships to three high school seniors as part of **The Proton OnSite Scholarship and Innovation Program**. The program was created to help fuel the future careers of science and technology students. Proton OnSite has awarded more than \$2 million to 25 high school students over the past six years through the scholarship program, which is devoted to building the next generation of scientific innovation.

...

Nonprofit **Channel 3 Kids Camp** recently named **Kathy Leveillee** as board president.



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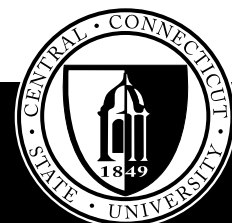
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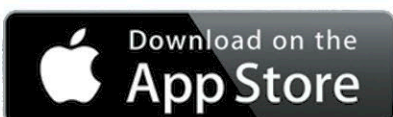
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TOWN PROFILE

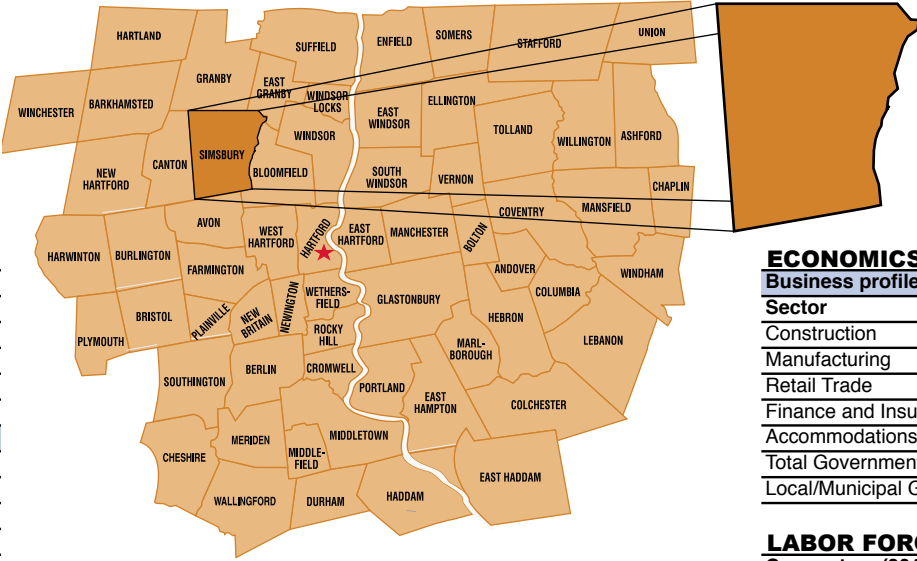
Land area (sq. miles)	34
Pop./sq. mile (2011)	695
Median age (2011)	43
Households (2011)	8,663
Median HH Inc. (2011)	\$117,577

Population (2012)	
2000	23,234
2010	23,477
2012	23,535
2020	23,206

Race/Ethnicity (2012)	
White	21,769
Black	429
Asian Pacific	765
Native American	0
Other/Multi-race	572
Hispanic	837

HOUSING	
Housing stock (2012)	
Existing units (total)	8,993
% single unit	85.2%
New permits auth. (2012)	99
as % existing units	1.10%
Demolitions (2012)	4
Residential sales (2011)	174
Median price	\$332,000

Top 5 Employers	
Hartford Life Insurance	
Hartford Investment Fnci Svc	
McLean	
Ensign-Bickford Industries Inc	
Chubb Insurance	



SIMSBURY

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ECONOMICS

Business profile (2013)		
Sector	Units	Employment
Construction	48	223
Manufacturing	12	513
Retail Trade	54	1,100
Finance and Insurance	68	2,285
Accommodations and Food Service	58	937
Total Government	22	1,125
Local/Municipal Government	17	1,069

LABOR FORCE

Commuters (2011)			
Commuters into town from:			
Simsbury	2,025	Bristol	339
West Hartford	463	Canton	322
Granby	455	Farmington	316
Avon	403	Torrington	233
Hartford	346		

Labor Force (Residence)	
Employed	11,791
Unemployed	649
Unemployment Rate	5.5%

Place of Work (2013)	
# of units	730
Total Employment	9,447
Manufacturing Employment	513

TOP 5 GRAND LIST

Company	Amount	% of Net
Hartford Life and Accident Ins Co	\$42.5M	1.9%
E and A/I and I and G Commons LP	\$23.4M	1.0%
Connecticut Light & Power	\$22.2M	1.0%
Executive Risk Indemnity Inc	\$17.2M	0.8%
Simsbury Hopmeadow Street	\$13.2M	0.8%

Educational attainment (2012)			
Persons age 25 or older		Town %	State %
High school graduate	1,767	11%	28%
Associate's Degree	1,117	7%	7%
Bachelor's or more	10,144	64%	36%

GOVERNMENT	
Government form	Selectman-Town Meeting
Total revenue (2012)	\$94,833,517
Per capita tax (2012)	\$3,422
as % of state average	132.6%
Total expenditures (2012)	\$92,466,018
Total indebtedness (2012)	\$45,386,539
as % of expenditures	49.1%
per capita	\$1,928
as % of state average	85.5%
Annual debt service (2012)	\$7,379,506
as % of expenditures	8.0%
Equalized net grand list (2010)	\$3,607,413,059
per capita	\$153,279
as % of state average	106%

Source: Connecticut Economic Resource Center, www.cerc.com

Thank you to our guests and sponsor for an amazing event!



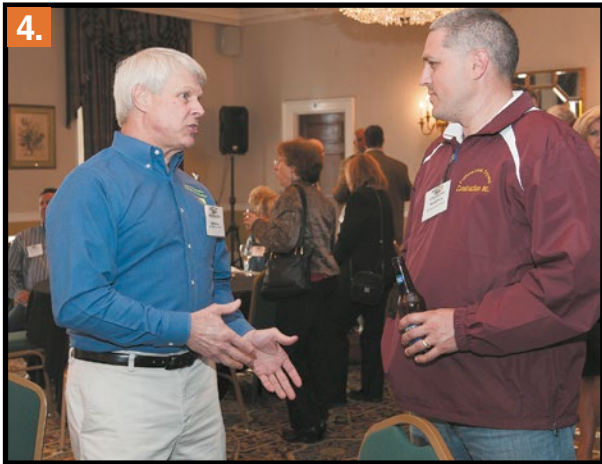
1. Left to right: Laurie Hammond, Infinity Music Hall; Joe Zwiebel, President and Publisher, Hartford Business Journal; Cathy Malloy, Greater Hartford Arts Council; Doug Nelson, Fidelco Guide Dog Foundation.



2. Left to right: Scott Serviss, Solutions EAP; Ken Thomas from company Karen A. Thomas; and Karen Thomas from company Karen A. Thomas



3. Fran Onofrio, left, from Mason Inc. with Cynthia Bidorini, National Multiple Sclerosis Society, CT Chapter



4. Left, Mark Vining, Boat Safe Connecticut and right, Ronald Perry from Professional Drywall



5. Downtown YMCA was represented by left, Kristi Kearney and Susan McDowell

Photos courtesy of J. Fioreck Photography

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EDITORIAL

Banning pay secrecy won't cure gender wage gap

Some state legislators think they can address the gender wage gap by barring employers from punishing workers who freely discuss salary and wage information.

Unfortunately, their presumptions amount to nothing more than wishful thinking. Allowing workers to freely share salary information won't dramatically impact employee wages or lead to sudden pay hikes for female workers.

Ultimately, it's the employer's job and right to place a value on each employee and pay them accordingly as long as they don't discriminate based on gender, age, race, or sexual orientation. Just because workers share the same title or log the same number of years of service doesn't mean they should receive the same pay. There are many factors that determine employee pay, including growth potential, commitment to the job, and, of course, overall performance. Giving workers free rein to compare wages won't dramatically change that dynamic or provide the necessary context for why one employee is paid more than another.

That being said, we aren't opposed to free speech in the workplace. Workers should not be punished for disclosing their wages to other employees, which is a safeguard included in House Bill 6850.

Labor unions and other top Democrats, including Gov. Dannel P. Malloy, have thrown their support behind the measure, which passed the House last week and is awaiting Senate approval. Even some House Republicans backed the bill. The Connecticut Business & Industry Association voiced opposition to the proposal, arguing it could lead to morale issues in the workplace.

CBIA has a valid argument. You can imagine the ruffled feathers that could result from free and open discussions about employee pay, but restricting workers the right to tell others how much they make is anti-democratic; it's the equivalent of outlawing water-cooler talk in the office.

The argument, however, that pay disclosures will lead to pay equity is hard to fathom (according to a recent report by the Institute for Women's Policy Research, women in Connecticut earn 76.7 cents for every dollar a man makes). Such a conclusion was made in a 2013 report published by the state's Gender Wage Gap Taskforce, which said "prohibiting discussion among employees about salary information is a contributing factor in perpetuating the gender wage gap."

The report went on to say that allowing employees to discuss wage information would help women more accurately gauge their earning potential, particularly since many employers are often unaware that the gender gap exists. That conclusion, however, is overly simplistic. It's nearly impossible to accurately conclude that pay discrimination is occurring simply because a female and male employee with similar pedigrees are paid differently; it fails to recognize the myriad factors that determine a salary.

So, while we aren't opposed to a ban on pay secrecy rules, we don't buy into the notion it will have a major effect in shrinking the gender wage gap. ■

► **Ultimately it's the employer's job and right to place a value on each employee and pay them accordingly as long as they don't discriminate based on gender, age, race, or sexual orientation. Just because workers share the same title or log the same number of years of service doesn't mean they should receive the same pay.**

OTHER VOICES

State legislature needs to invest in aerospace

By Scott Livingston

Manufacturing matters to Connecticut's economy. With the right legislative action, we can attract new business, help existing firms expand here, and create good jobs. We just need to reduce risk.

Horst Engineering, the 69-year-old family business that I lead, recently closed our Mexican operations and is expanding precision machining and forming operations in Connecticut and Massachusetts. We see opportunities here but are keenly aware of the weaknesses and threats that could derail our growth. We decided to take the risk.



Scott Livingston

Connecticut needs to do more if it is going to gain from the expansion of the high-value aerospace sector. The Connecticut Business & Industry Association reported in the 2014 Survey of Connecticut Manufacturing Workforce Needs that manufacturing is the single largest contributor to Connecticut's gross state product. The survey highlighted that 4,500 firms directly employ more than 161,000 people, which is 10 percent of all nonfarm jobs. Many of those firms are small businesses that are hiring and increasing wages and benefits. In addition to these human resource investments, many are investing in advanced manufacturing technologies, equipment, and facilities.

A recent Hartford Business Journal story cited a PricewaterhouseCoopers report ranking Connecticut in the bottom half of states in attractiveness for aerospace manufacturing. These sorts of proclamations grab your attention, but the story points out that the report did not necessarily identify the best places for aerospace manufacturing. Statistics aside, Connecticut has a deep base of talented aerospace manufacturing companies but is saddled with the highest operating costs in the country.

Several additional jobs are needed to support each manufacturing employee, and this beneficial compound effect is stronger during an expansion. Manufacturers in high-precision industries rely heavily on an ecosystem of suppliers to produce complete products. New England is fortunate to have a large cluster of companies in this ecosystem, many along the Connecticut River Valley.

The Aerospace Components Manufacturers (ACM) and Connecticut Tooling & Industry Association (CTMA) are two industry groups that exhibit the strength of our ecosystem. These peer networks are built on collaboration, education, and networking. They should be fostered.

In Mexico, computer-numerical-control machining and manufacturing engineering are sought-after careers. Recently, Mexico

has run into the same challenge that has dogged Connecticut for years. There aren't enough skilled workers in the pipeline to satisfy the current needs of industry. With the right technology and lean enterprise, we can compete with places like Mexico — if we invest in education and training needed by Connecticut companies.

Connecticut's manufacturing workforce is accustomed to a high-value mix of low-volume products, but the availability of those skills is tighter than ever. Connecticut faces huge challenges as a result of the high cost of doing business in our state. Yet the headlines are disheartening. Why would a legislature risk derailing a manufacturing recovery by hiking taxes, increasing mandates, and adding to unsustainable levels of government spending?

Over the next 10 years, Connecticut's manufacturers will battle an additional drain as another generation of skilled labor moves towards retirement. If Connecticut is to retain the workers it has and capitalize on its strengths, then, it will have to wake up to the fact that industries like aerospace are growing at a rapid rate in South Carolina, Georgia, Alabama, and Florida, where these jobs are desired. According to the PwC survey, several of those states are in the top 10 most attractive.

Our legislators and governor should recognize how important manufacturing is to our economy. They should be friendlier to all businesses, reduce the cost of doing business, increase support for technical education, and allow entrepreneurs to innovate. Despite a harsh economic climate, Connecticut's businesses have persevered, but that resilience is being tested again.

Highlighting the current strength of the aerospace sector, it is worth noting that Connecticut is known worldwide for its supply chain. An unprecedented wave of growth in commercial aviation is creating opportunities for the customers that many Connecticut companies depend

on. If you don't provide water and sunlight to a flower, it won't grow. Sadly, our politicians are doing the opposite of what is needed. Their harmful bills and policies are like a man-made drought with shade, starving plants of another type, plants that should be a critical engine of our economy.

So if manufacturing is going to continue to matter to a state that has depended on it for a long time, then all stakeholders should revisit the weaknesses and threats that are a disincentive for manufacturers to reinvest in our home state.

Horst Engineering has taken a big risk by closing in Mexico to expand in New England. Let's hope our legislature can reduce that risk and increase Connecticut's desirability so all types of businesses will look to our state as that right place to expand, grow, and prosper. ■

Scott Livingston is the president and CEO of the Horst Engineering Family of Cos., based in East Hartford.

HARTFORDBUSINESS.COM POLL

Should employees be given free rein to compare their wages?

☐ Yes
☐ No

To vote, go online to HartfordBusiness.com.

Last week's poll results:
Should state government incentivize electric or fuel cell car purchases?

45.7% Yes
54.3% No

OTHER VOICES

Fuel cell park raises value of renewable energy projects

By Joel Rinebold

The recent announcement by FuelCell Energy to develop a 63-megawatt fuel cell park in Beacon Falls is of high interest and demonstrates the progress of the fuel cell industry, which should not come as a surprise. This project will be responsive to calls by the governor, commissioner of the Department of Energy & Environmental Protection, and state and federal policymakers for cleaner, cheaper, and more reliable energy.

Fuel cell technology is among the cleanest electric generation technologies with ultra-low emissions of primary air pollutants and greenhouse gas carbon dioxide. Further, the technology is typically dispatchable with some ability for load following and is defined as a Class I renewable energy facility by Connecticut law.

This classification as a renewable energy facility means that fuel cells will be able to enter the renewable energy credit market with a high capacity factor regardless of wind resources and sunlight needed by other renewable energy projects. It will also provide Connecticut and other states with an alternative to purchasing renewable energy



Joel Rinebold

from remote locations, which may have low capacity factors and require storage and transmission to deliver energy to consumers.

With these attributes, fuel cells should be viewed as a new market opportunity to the natural gas industry, as they will use relatively inexpensive, clean, and available natural gas to fuel an ultra-efficient, renewable generation technology. In Connecticut, the reasons for the Class I renewable energy facility distinction include the ability of fuel cell technology to operate on natural gas or pure hydrogen potentially derived from renewable resources.

Connecticut's forward-looking policy, which uses technical innovation and abundant, hydrogen-rich (CH₄) natural gas as a transition fuel, moves both the state and the nation closer to a zero-emission, renewable, hydrogen-energy economy.

The renewable energy industry should also find this technology improves the value proposition for renewable energy projects, such as solar and wind. With the limitation to produce electrical energy intermittently (only when the sun shines or wind blows), the renewable energy industry will have the ability to make use of off-peak electricity to generate energy and then store it as hydrogen. That energy can be used to fuel zero-emission vehicles, produce thermal energy and electricity with fuel cell technology whenever needed, or be introduced into the natural gas pipeline. This power-to-gas application could potentially develop a new

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renewable gas credit market.

In terms of the fuel cell park's local impact, resident opposition should not be an issue. The technology is clean, quiet, efficient, and unobtrusive; and the planned location is within a former sand quarry that will generate an estimated \$90 million in local property taxes over the project life.

Further, the project is proposed to produce affordable energy for ratepayers and be built with private capital financing. The added benefits that will come from this project are economic development and job creation. In fact, the Northeast states now lead in the global research and manufacture of advanced hydrogen fuel cell technology with more than 1,100 companies in the supply chain and 5,700 total jobs.

Connecticut is at the center of this research and manufacturing cluster, recognized by the U.S. Small Business Administration, with eight original equipment manufacturers, more than 600 supply chain

companies, and more than 2,600 total jobs. Continued investment in the hydrogen fuel cell industry will add to job creation and economic development, in addition to providing clean, long-term, energy sustainability.

The proposed Beacon Falls project, billed as the world's largest fuel cell park, will exceed other FuelCell Energy projects in Korea and Connecticut. It will indeed be an important milestone but this title of distinction as the world's largest will not likely stay for long as fuel cell technology emerges as the technology of choice for cleaner, cheaper, and more reliable energy with special interest by the renewable energy and natural gas industries. ■

Joel Rinebold is the director of energy initiatives at the Connecticut Center for Advanced Technology, an East Hartford-based economic development nonprofit that focuses on strengthening the state's competitiveness in high-tech business development.

TALKING POINTS

Closing sales means making sense to customers

By John Graham

It takes smart, highly competent salespeople to meet the challenges presented by today's informed and savvy customers.

Even so, there are many in sales who believe that success depends on a friendly smile, a gift for small talk, and a large dose of enthusiasm and optimism. Others might toss in a passion for selling, listening, the ability to close, and coming across as sincere.

Yet, possessing a great attitude and excellent sales skills doesn't guarantee success. Many salespeople who do everything right underperform. With so much focus on personal qualities and skills, the sales process doesn't get the attention it deserves.

However, it's the process — the sales experience — that makes a huge difference to customers.

More and more, it's the process that engages them in ways that lead to closing sales. Here are elements of a customer-oriented sales process:

1. Play detective. Too many salespeople set themselves up for failure from the start. They try to go from "Good to see you" to "Thanks for the order" with as little interference or distractions as possible. "Keep it simple" is their motto. It sounds good, really good. If only it were so easy.

When a customer asks, "What can you do

for us?" too many salespeople instantly launch into a presentation about their company and how it solves problems for its customers. And that's their mistake. "Right now, I don't know, but I intend to explore your situation and determine the best way we can help" are the words that make the most sense to customers.

They know that answers come from digging and finding what the customer may have missed or failed to recognize because they're too close to the situation or are being pulled in other directions.

Today's customers are skeptics. They've learned from experience that many solutions are often overly simplistic, miss the mark, or are poorly conceived and fail to deliver on their promises.

Customers recognize that the right solutions result from proper investigation. That takes detective work.

2. Figure it out. Digging and gathering information is worthless unless it's analyzed so the problem emerges with clarity. Rarely, are instant insights accurate or complete, let alone correct. It takes struggling to figure how the pieces fit together and takes time and thought so a proposed solution makes sense to the customer.

It's exciting when salespeople get their arms around a problem. It can be something like an "ah-ha" experience. There's a rush — an "I was born to sell" feeling.

The tendency is to assume that once the problem is figured out, it's the time to tell the story to the customer. Since salespeople rely on their verbal skills to carry them through the selling process, they're eager to share the good

► **It's exciting when salespeople get their arms around a problem. It can be something like an 'ah-ha' experience. There's a rush — an 'I was born to sell' feeling.**

news with the customer. But, slow down. We're not there yet. Something important is missing.

3. Write it down. What's missing is the answer to the crucial question, "What do I need to do to make the solution compelling to the customer?" This is where it's easy to drop the ball. In your mind, you see yourself going across the goal line. While enthusiasm is essential, it takes more to close sales.

And here's where the dreaded words "write it down" enter the process. Writing is tormenting, frustrating, and agonizing. It's hard work, which is why it's easier and more fun to talk than write. Yet, as a professor at the University of Wyoming told his students, "If you can't write it, you don't know it." These are strong words and easy to ignore but absolutely correct.

It's the writing that clarifies ideas, hones arguments, exposes weaknesses, spots inconsistencies, and, most of all, makes clear what's missing. It's only then that you know what you're talking about and when you're sure you will make sense to customers.

4. Win 'em over. It's now do-or-die. You've done your homework and built a solid case for getting the order. While all this is necessary,

you're still not ready to get in front of the customer to capture the order. To do so now would be like handing the sale to the competition.

In other words, it's time to "win 'em over." It's when a salesperson puts the power of the process into play. It's based on investing in the customer — on committing your knowledge, experience, and creativity (and that of a sales team) on uncovering the need and developing the right solution.

All of this focuses on one result: the customer saying, "This makes sense." The customer sees beyond the proposed solution. It's your investment that's persuasive, that makes the difference.

Winning is not simply providing all the right information and facts, or impressing a customer with the wonders of your product or service, the importance of your company, or even your impressive track record. It's a matter of making the right investment that gives salespeople the extra edge. ■

John Graham of GrahamComm is a marketing and sales strategist-consultant and business writer.

OF NOTE

CHESHIRE DOCTOR NAMED HEAD OF NATIONAL HEALTHCARE ORGANIZATION



Dr. Mark Stephen DeFrancesco

Dr. Mark Stephen DeFrancesco, of Cheshire, was recently sworn in as the 66th president of the **American College of Obstetricians and Gynecologists (ACOG)**, based in Washington, D.C. DeFrancesco is managing partner at **Westwood Women's Health** in Waterbury, a division of Women's Health Connecticut. He is a founding member of Women's Health Connecticut, and served as its chief medical officer for many years.

A graduate of Yale University, he received his medical education at the University of Connecticut, where he is currently an assistant clinical professor.

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FORMER UTC EXEC. KRAPEK JOINS NONPROFIT'S CHAMPIONS COUNCIL



Karl J. Krapek

Nonprofit youth development agency, **Our Piece of the Pie**, has selected **Karl J. Krapek** as a member of its champions council, an advisory group of community and corporate leaders who support the organization's mission to help urban youth become economically independent adults. Krapek retired as president and chief operating officer of United Technologies Corp. in 2002 and then co-founded The Keystone Cos., which

develops residential and commercial real estate. He is currently the lead director of Prudential Financial Inc.

...

TURBINE TECHNOLOGIES RECEIVES VETERAN-OWNED SMALL BUSINESS OF THE YEAR AWARD

The **U.S. Small Business Administration** selected **Tyler Burke**, president and CEO of Farmington-based **Turbine Technologies Inc.**, as the winner of its annual Veteran-Owned Small Business Award for 2015. Burke was recognized for his success in creating economic opportunity for workers and for his service in the U.S. National Guard.

Burke purchased Turbine Technologies in 2013 from his father and has since increased sales revenue as well as employees from 49 to 66. Sixteen of those hires were military veterans.

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QUINNIPIAC MANAGEMENT PROFESSOR NAMED CARNEGIE AFRICAN DIASPORA FELLOW



Iddrisu Awudu

Quinnipiac University business management professor **Iddrisu Awudu**, of Hamden, is one of 17 scholars recently named as a Carnegie African Diaspora Fellow.

The fellows will conduct joint projects with colleagues at host universities in Ghana, Kenya, Nigeria and South Africa this summer.

Awudu will travel to the University of Ghana, where he will help the faculty develop a curriculum for a new MBA program in operations management.

He will also perform research in energy optimization, which has emerged as an important area because of the considerable growth in Ghana's service and manufacturing sectors.

Please Note: All electronic submissions for Accolades should be sent to accolades@HartfordBusiness.com. For more information about the Hartford Business Journal's Accolades Page, please visit www.HartfordBusiness.com.

MINTZ + HOKE PARTICIPATES IN HABITAT FOR HUMANITY VOLUNTEER DAY



Over 50 employees from Avon integrated marketing communications firm Mintz + Hoke recently rehabilitated a 1,350-square-foot house in Hartford and presented a \$2,500 check to support Hartford Area Habitat for Humanity. Mintz + Hoke partnered with Hartford Area Habitat for Humanity for its annual agency holiday initiative and launched a "See how uplifting building can be" campaign. Since 1989, Hartford Area Habitat For Humanity has helped to build nearly 220 homes for more than 800 men, women and children in Greater Hartford.

FARMINGTON BANK SUPPORTS COVENANT TO CARE FOR CHILDREN



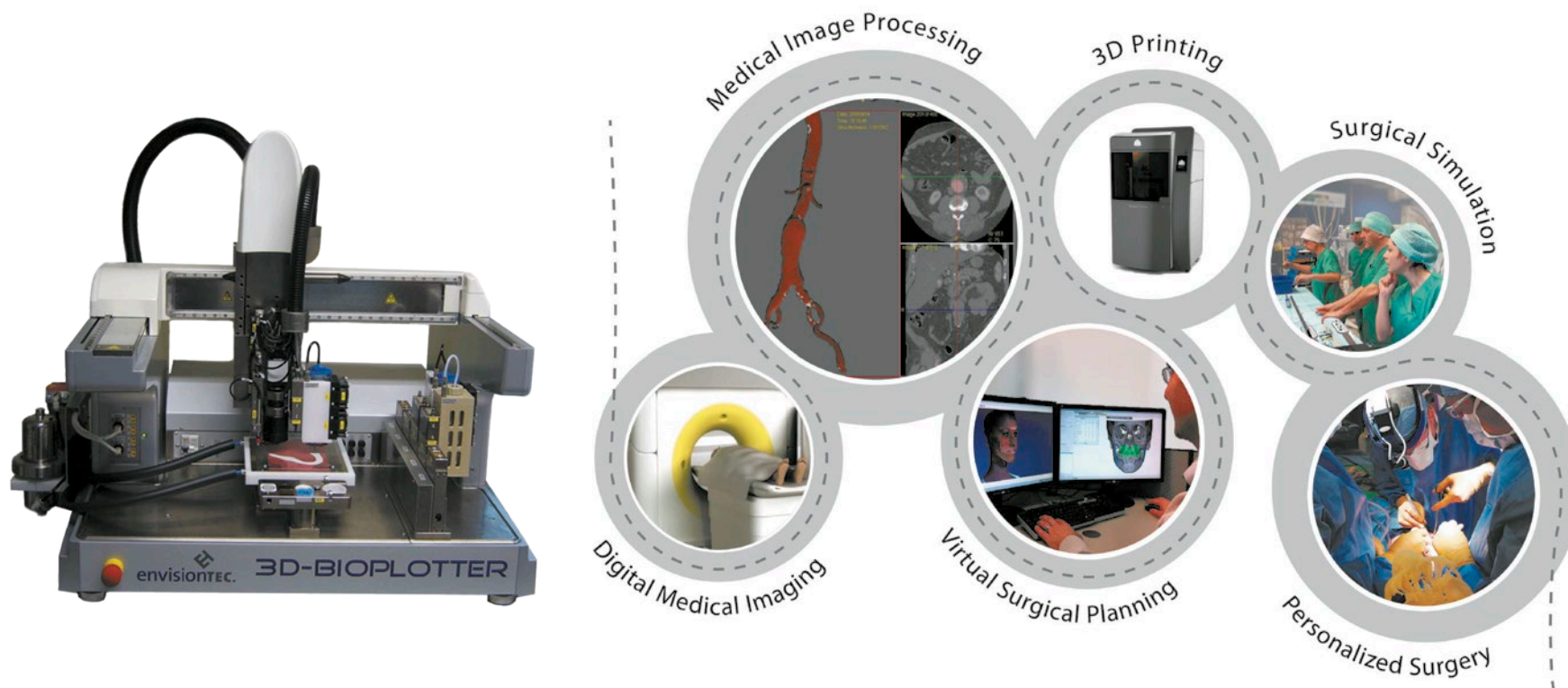
The Farmington Bank Community Foundation recently presented a \$5,000 check to support Hartford-based Covenant to Care for Children's Critical Goods program. The program provides cribs, beds, car seats and other baby items and clothing and delivers them to children at risk of abuse or neglect. Presenting the check is (left) Chris Traczyk, executive director of the Farmington Bank Community Foundation, to Dave Santis, executive director of Covenant to Care for Children, Children's Enrichment Fund.

SIMSBURY BANK SPONSORS SECOND LADIES TERTULIA IN SIMSBURY



Simsbury Bank recently sponsored the second Ladies Tertulia at Millwright's Restaurant & Tavern in Simsbury. The networking event brought together educators, business women, government leaders, mothers, and wives. During the event, Jocelyn Mitchell, senior vice president and chief retail banking officer for Simsbury Bank, presented a donation from the community lender to Simsbury's Old Drake Hill Flower Bridge. Pictured (from left) are Deeg McKay and Sharene Wassell, Old Drake Hill Flower Bridge; chef Tyler Anderson of Millwright's; and Jocelyn Mitchell of Simsbury Bank.

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